Pam
YWCA

AUG 5 1946

WORKBOOK

Seventeenth National Convention
Young Women's Christian Associations
of the United States of America

★

I. Report of the National Board, 1940-1946
II. Material for Convention Hearings
III. Convention Business to Date
IV. Report of the Constitution Commission of the Young Women's Christian Associations of the U.S.A.

ATLANTIC CITY, N. J. *MARCH 2-8, 1946*

Digitized by the Internet Archive
in 2016

https://archive.org/details/workbookseventee00youn

WORK BOOK

SEVENTEENTH NATIONAL CONVENTION

YOUNG WOMEN'S CHRISTIAN ASSOCIATIONS
OF THE UNITED STATES OF AMERICA

I. Report of the National Board, 1940-46

II. Material for Convention Hearings

III. Convention Business to Date

IV. Report of the Constitution Commission of the Young Women's Christian Associations of the U.S.A.

ATLANTIC CITY, N. J. MARCH 2-8, 1946

154

NATIONAL BOARD
YOUNG WOMEN'S CHRISTIAN ASSOCIATIONS
600 LEXINGTON AVENUE, NEW YORK 22, N. Y.

The Young Women's Christian Associations of the United States of America

OFFICERS

Mrs. J. Birdsall Calkins, Arlington, Va.....President
Miss Margaret L. Sorg, Richmond, Va.....Vice-President
Miss Helen L. McCandless, Louisville, Ky.....Secretary
Miss Mamie E. Davis, New York, N. Y.....Secretary

National Board

Young Womens Christian Associations of the United States of America
600 Lexington Avenue, New York 22, N. Y.

OFFICERS AND MEMBERS

Mrs. Robert E. Speer, *Honorary President*
Mrs. Henry A. Ingraham, *President*
Mrs. Arthur Forrest Anderson, *First Vice-President*
Mrs. Edward W. Macy, *Second Vice-President*
Mrs. Henry E. Corner, *Third Vice-President*
Mrs. C. Douglas Mercer, *Fourth Vice-President*
Mrs. William Crawford White, *Secretary*
Miss May B. Van Arsdale, *Treasurer*
Mrs. William Spencer Bowen, *Assistant Treasurer*
Miss Adah Kieffer, *Assistant Treasurer*

Mrs. A. Le Grande Albee
Mrs. Wyeth Allen
Mrs. Olds Anderson
Mrs. Wesley M. Angle
Mrs. C. A. Barnes
Mrs. Joseph Barnes
Mrs. George E. Barr
Mrs. Roland P. Beattie
Mrs. Clinton Bond
Mrs. Henry H. Bonnell
Mrs. Alfred G. Bookwalter
Mrs. W. Russell Bowie
Mrs. Porter Brown
Mrs. Henry C. Bryant
Mrs. F. M. Burkhead
Miss Margaret E. Burton
Mrs. J. Birdsall Calkins
Mrs. Robert D. Campbell
Mrs. C. Alexander Capron
Mrs. William Draper Carter
Mrs. Samuel McCrea Cavert
Mrs. Allan Knight Chalmers
Mrs. Clarence R. Chaney
Mrs. J. H. Chesnutt
Mrs. Clyde A. Clapp
Mrs. Robert W. Claytor
Mrs. C. Montague Cooke
Mrs. Frank V. Crane
Mrs. Earl Cranston
Mrs. Calvert D. Crary
Mrs. A. Maurice Curtis
Mrs. William M. Cuthbert
Mrs. Cleveland E. Dodge
Mrs. Charles T. Douds
Miss Mary E. Dreier
Mrs. Edward W. Dunham
Mrs. Ralph Earle
Mrs. Edward R. Eberle
Mrs. Kendall Emerson
Mrs. John Huston Finley
Mrs. Ralph T. Fisher
Mrs. F. Beardsley Foster, Jr.
Mrs. John French
Mrs. N. H. Gebhardt
Mrs. Carl E. Getler
Miss Henrietta Gibson
Mrs. Charles W. Gilkey
Mrs. E. H. Green
Mrs. Harold A. Hatch
Mrs. Bartlett B. Heard
Mrs. Arthur S. Heineman
Mrs. Jesse S. Heslip
Dr. Emily G. Hickman
Mrs. Robert C. Hume
Mrs. James W. Irwin
Mrs. George F. Jewett

Mrs. Leanora P. John
Mrs. Ernest A. Johnson
Mrs. Theodore Johnson
Miss Clara Kaiser
Mrs. Austin L. Kimball
Mrs. Whitman Knapp
Miss Margaret A. Knight
Miss Elizabeth Lamont
Mrs. Edward S. Lewis
Mrs. Eugene Ross McCarthy
Miss Dorothy McConnell
Mrs. H. H. McClintock
Mrs. Andrew V. McCracken
Mrs. Glen V. McFarland
Mrs. John M. McGill
Mrs. William J. McWilliams
Mrs. Charles W. Mead
Miss Margaret Mead
Mrs. C. O. Miller
Miss Frieda Miller
Mrs. Kenneth D. Miller
Mrs. Maurice T. Moore
Mrs. Alfred E. Mudge
Mrs. John Muma
Mrs. Duncan H. Newell
Mrs. Richard W. Northup
Mrs. S. B. L. Penrose, Jr.
Miss Frances Perry
Mrs. Homer P. Rainey
Mrs. William Walker Rockwell
Mrs. Marcus Rohlfs
Mrs. Charles E. Rosenberg
Mrs. Charles T. Ryder
Mrs. Frederick R. Scott
Miss Helen Shell
Mrs. Moody Lee Simmons
Mrs. Allen C. Smith
Mrs. Neal B. Spahr
Mrs. Sumner Spaulding
Miss Margaret Speer
Mrs. I. W. Stoddard
Mrs. Lucius E. Thayer
Mrs. Harry A. Thompson
Mrs. Henry H. Tucker
Mrs. J. Ross Tuttle
Miss Ella Van Berkom
Miss Helen M. Walker
Mrs. Edgar G. Wandless
Miss Julia White
Mrs. Evans B. Wood
Mrs. A. Allen Woodruff
Mrs. Herrick B. Young

HONORARY MEMBERS

Mrs. Stephen Baker
Mrs. Hermon B. Butler
Mrs. E. C. Carter
Mrs. James S. Cushman
Mrs. Henry P. Davison
Mrs. George B. Ford
Mrs. Harry Emerson Fosdick
Mrs. John M. Hanna
Mrs. William Van V. Hayes
Mrs. William Henry Hays
Mrs. George H. Huntington
Miss Katharine Lambert
Mrs. Lewis Lapham
Mrs. Seabury Cone Mastick
Miss Anna C. McClintock
Mrs. John R. McCune
Mrs. Frederick Goodhue Mead
Mrs. Dave H. Morris
Mrs. John R. Mott
Mrs. Howard Gillespie Myers
Mrs. Edwin B. Parker
Mrs. S. B. L. Penrose, Sr.
Miss Clara S. Reed
Mrs. John D. Rockefeller, Jr.
Mrs. Francis B. Sayre
Mrs. George H. Sexsmith
Mme. David Van Buuren
Mrs. Augustus B. Wadsworth
Mrs. John G. Winant
Miss Mary E. Woolley

CONTENTS

PAGE

I. THE REPORT OF THE NATIONAL BOARD TO THE SEVENTEENTH NATIONAL CONVENTION OF THE YWCA'S OF THE U.S.A. 1

Division of Community YWCA's 2

Foreign Division 15

Student Division 24

Leadership Services Department 33

Program Subject Department 38

Public Affairs Committee 40

Publications Department 49

Public Relations Committee 51

Department of Data and Trends 54

Committee for National Interpretation and Support 56

United Service Organizations—1941-1946 59

World Emergency and War Victims Fund—1937-1946 66

American War-Community Services—1943-1946 68

Special Project on New Organization in Communities. 71

II. MATERIAL FOR CONVENTION HEARINGS 73

Introduction 73

Who Is the Young Women's Christian Association? 75

Leadership 79

Membership 81

Cooperation in Communities 82

Shall We Expand Our Work at Home and Abroad? 84

Financing the Program of the National Board 86

Division of Community YWCA's 87

Program Subject Department 88

Department of Data and Trends 88

Publications Department 89

III. CONVENTION BUSINESS TO DATE 91

Report of Commission on Experimentation in Administration of Health Education 91

PAGE

Report of the Commission to Study Interracial Practices in Community YWCA's 91
Public Affairs Program 100
Expansion of Work in This Country 100
Program for Reconstruction in Other Countries 103
Financing the Program of the National Board 104

IV. REPORT OF THE CONSTITUTION COMMISSION OF THE YOUNG WOMEN'S CHRISTIAN ASSOCIATIONS OF THE UNITED STATES OF AMERICA 108
Historical Background 108
Four Basic Objectives 111
Recommendations for Action by the 1946 Convention. 117

ASSEMBLIES . . . MEETINGS OF SPECIAL INTEREST GROUPS . . . CONVENTION WORKSHOPS . . . WORKSHOP ON EDUCATION . . . GOALS FOR EDUCATION 120-122
1946 CONVENTION CHART 123

I. The Report of the National Board to the Seventeenth National Convention of the YWCA's of the U.S.A.

To look back to Atlantic City, 1940, is to remember another era of man's life. Since that convention we have lived through the moral nightmare of a war, and we are now faced with the tremendous problems of achieving peace in a world in which we are not at home. The problems of man's relationship to man are increased, and racial, economic, political and religious tensions are intensified. We are beset behind and before by man's fear of the future.

We are planning for a convention of the Young Women's Christian Associations in great and awful days. We knew that the task of building the peace would be a complex one, but we had underestimated the amount of confusion that we should find in every area of life. We knew that the unity of the war was in large part due to the immediacy of the common danger, but we did not realize the extent to which the end of the war would release old rivalries and bids for power. We had known that important decisions were ahead of us, but we had underestimated the speed with which they would have to be made. We had known that at the end of the war we would be tired but we had underestimated the degree to which we would be afraid. Except for brief moments, we of these United States never feared that we could lose the war; we are afraid that we may not be able to win the peace. Life has taken away from us the illusion that we could, merely by the magic of pronouncement or agreement, create peace. We know that it can be achieved only if the moral conscience of mankind is ready to make the necessary adjustments, only if there is sufficient experience in relations between people to provide the seed-bed out of which peace shall grow.

As Young Women's Christian Associations we want to take our share of this responsibility, and make our contribution to the coming of peace. We want to be aware of and committed to the demands of our faith as Christians. To that end, we must examine ourselves to see where our instruments may be blunt or ineffective, where our experiences may be shallow or trivial or unreal, where our convictions may be survivals of former dynamic impulses and commitments, rather than new drives to action.

As a National Board and as local Associations, we want new patterns to substitute for our confusions; we want the answers to our questions,

new courage to substitute for our fears. We look each to the other to ask the way that we should go. We must find the way together. We cannot know, apart from the experience out of which knowledge must grow. So much has happened with such great speed in these war years, that it is difficult to sort out strength from weakness. The National Board is responsible for collecting and making provision for evaluating both its own and local Association experience, and for transmitting what is good to those who are at work in the local scene. There has been in these five years too little opportunity to think together. The April 14 Meetings show that we can confer by mail, but they were only part of the process. Convention thus will afford the opportunity to check experiences together, to strengthen one another's hands and to start what must be continued with increasing effectiveness through all the days to come.

The National Board presents herewith to every local Association the record of its work since the last convention. It has carried that work through its divisions and departments (see the chart in *Where Do We Go from Here*) * and by way of three supplementary budgets.

This report of Stewardship is followed by Section II, which will contain questions to be discussed in every local Association and in the hearings at convention, in order to determine the directives for the future.

Secton III is the National Board's proposal of business to be acted upon by the 1946 Convention.

Section IV is the Report of the Constitution Commission of the YWCA's of the U.S.A.

Division of Community YWCA's

The Division of Community YWCA's is responsible for those functions which have to do with direct service to Associations in cities, towns, rural districts and registered YWCA clubs, to the end that the work of administration, program and constituency groups of each Association may be strengthened. The organization of the Division in 1940, concentrating in one unit the largest number of staff and the greatest volume of services at any point in the national setup, was predicated on a strong sense of need and a conviction that, to be most effective, certain services to community Associations must be unified at the source. The experience of the period since 1940 has shown a steady growth in the ability of a large and diverse staff to work within a common administrative framework and to discharge its function more productively through the establishment of a common body of knowledge, accepted criteria for work and techniques for counsel.

* In the files of all local YWCA's.

Committee and Staff

The Committee of the Division is composed of a chairman, vice-chairman and twenty-six members, some of whom serve as chairmen of seven subcommittees. The professional staff on the regular budget in 1944-1945 numbered thirty; on supplementary budgets, eleven, making a total of forty-one persons. Unit staffs within the Division have varied in number and composition with the changing needs of the years and the fluctuations of the National Board budget, but those staffs working with Associations on problems of constituency groups, administration, community organization and program subjects have been constant elements.

In the summer of 1945, the six members of the program subject staff were withdrawn from the Division and related to a committee, thus forming the Program Subject Department. Changes, reflected in the regular budget, have reduced services in administrative affairs and religious resources, and have removed from the national roster secretaries working with Indian young women and nationality communities. Increases, on the other hand, are noted with the change of two half-time to full-time positions in economic education and counseling and family life education.

Supplementary War Budgets

The unit staff and individual staff members, added to the Division of Community YWCA's by supplementary budgets during the 1940-1945 period, have all been related to the special needs of a war period and will be treated more fully in that frame of reference, but mention of them needs to be made here because of their close relationship to the Division of Community YWCA's.

War Expansion Staff and YWCA War-Community Service

By the year 1942 critical situations had arisen in some communities overwhelmed by war-industry production problems whose solution, of necessity, lay in community action and resources. To help Associations in such communities to draw together their own forces to meet the situation, the War Expansion staff was created. This was made up of seven members working in teams or mobile units of two or more staff, assigned to an Association from two weeks to four months. After a year of operation, this staff was disbanded; and the National Board found it possible to finance the same basic plan of work through participation in the cooperative finance appeal of American War-Community Services. Since September 1943, the War-Community Service staff of the YWCA has grown to ten members, and has been assigned to community Associations in the four regions. When it is determined that a community, because of war-indus-

try conditions, needs help in organizing its resources to meet these problems, and where it is evident that the community can, within a brief period, support the leadership and finance necessary staff for the new work, this is considered an appropriate assignment for the YWCA-WCS. There is usually in such a community a local YWCA; in others, where none exists, conditions are favorable to the early organization of a YWCA. By operating in a succession of such places, the War-Community Service staff have demonstrated a method of work for meeting the needs both of potential areas for expansion and of ongoing Associations where the volume of new problems overtaxes community resources, disrupted by the very situation that promises greater opportunity.

Japanese-American Evacuees

A second phase of the war program, financed through the National War Fund, has been the work with Japanese-American evacuees. The National Board developed program in nine relocation centers and at the Tule Lake Center, cooperating with the War Relocation Authority and a wide range of community agencies operating in the field.

USO Division

Although the work of the USO is reported in another section, it is important to note here that many elements of new need in war-pressed communities — whether related to service men and women or to war production workers' families — have been met by the cooperation at the local level of the community Association and the USO with the YWCA staff. This correlated effort has been paralleled and expedited by close and continuous conference between the Community Division and the USO Division of the National Board.

Changes in War Period

The special problem of the Division of Community YWCA's during this period has been to maintain simultaneously such services to community Associations as are needed regularly in any span of years, and at the same time to cope with the volume of new needs proceeding directly from a war situation. Obviously, the two are not mutually exclusive. The steady process of building, of repairing what has broken down, of taking forward steps must go on, whatever the community or the national situation.

In the fall of 1940 the community Associations had been drained by the vicissitudes of a long financial depression of much of their natural vitality. While the opportunities of the period had been great, resources

for meeting them had steadily declined. There was a tendency to fall back on a minimum of program, to rely on tested ways of work, to view with timidity, if not with alarm, any proposal for a vigorous, daring strategy which might more adequately meet the community's need. This was not the state of mind best suited to coping with revolutionary change demanded by the war. The task of the Division of Community YWCA's was to recognize this change and to make it evident to community Associations; to suggest methods of meeting situations just the reverse of those in the preceding decade; to help to develop a new Association in terms of a new day.

The committee and staff of the Division have needed to be sensitive to new developments, to increase the tempo of adaptability, to help Associations to make speedy and often drastic changes in administration, finance, recruiting, program. At the same time, they have been in demand as resources who could help to interpret the underlying economic and social trends.

There is no question that, both nationally and locally, there was a lag in adjustment. It is, however, true that the Associations of 1945 are very different from those of 1940; they are facing the necessity of reorganization in constituency, in program, but are often moving too slowly to meet these opportunities. To effect this change so that the established good of earlier experience might not be lost, but so that new ways of work might develop as needed, has been a major responsibility in this Division. However, there have been too few staff to keep in close touch with or to cooperate in the studies that are being made locally of community needs, and contacts with community Associations have been too infrequent to assure proper follow-up.

Help to Local Associations on Administration

Service to community Associations in administration has been the responsibility of the administrative affairs staff, working closely with those other national staff members whose specializations have involved adminstration. In this group are the secretaries working with Negro constituency, with nationality-community groups, with women and girls in rural areas, with problems of local finance. The methods of work employed by this staff include correspondence, travel, the production of written materials, meetings of presidents and executive directors for advisory service and participation in training projects under the Leadership Services Department.

During the period between conventions, different aspects of administration have been studied by members of the staff, and material has been produced which has drawn together the findings of this study for

advisory service. Four pamphlets under the general title, *Administration in the YWCA,* have formed a series, dealing in terms of their subtitles with *Principles and Procedures, The Electorate, Planning* and *Staff Supervision.*

Realizing that national services are most naturally geared to middle-sized Associations, designated members of the staff have given particular thought and effort to the structure and administration of the small Associations that make up a third of the total number; to the development of a plan for work on the structure of district Associations; and to the fourteen Associations in large metropolitan areas. The latter effort was advanced by a meeting of "Big City" representatives in 1942 and a workshop on administration and supervision of program in 1945.

Among the "tools" written for local use are "Budgets for Wartime Projects"; a statement on the use of the YWCA building; material on constitutions; on new organization; on the YWCA as an intercultural organization.

The financing of Associations has involved the need for advisory service in terms of both regularly recurring money-raising efforts and of special projects. In 1944, 338 YWCA's were member agencies of Community Chests, while less than eighty conducted their own campaigns. In almost every community the raising of war funds has been combined with the local Chest campaign. While Chest relationships have sometimes presented problems, YWCA participation has brought to Associations, in most instances, more money than they have had at any previous time. This same increase in resources is reflected in the record of 107 special projects which have involved raising funds for new buildings, additions to buildings, renovation and mortgage elimination campaigns.

There has been increased interest in communities where at present there are no YWCA's for some type of continuing *postwar organization.* The speed and pressure has increased since V-J Day, and with the termination of practically all the USO operations for war production workers. In some military operations that are to be terminated, the junior and senior hostess groups are interested in some form of community organization. This, coming at the very period when already-established YWCA's are facing major reorganization and expansion problems, poses trying questions of priorities. Even with the work that the War-Community Service staff can carry and that of the staff of the special New Organization in Communities (see later section on "New Organization in Communities") there will be heavy demands on the part of other Community Division staff for consultations on technical administrative points and, in addition, probably the carrying of a limited number of new organization projects themselves.

Most of the requests for branches come from Negro groups. Several are direct outgrowths in communities where there have been USO clubs and where Negro community leaders are pressing for provisions of program and more adequate facilities for Negro members in the YWCA. Frequently white leadership of the YWCA is not ready or sometimes unwilling to proceed with considerations of the branch at the same speed as that of the Negro leaders. The Associations as a whole need to know this situation so that there may be some moral compulsion on such YWCA's to speed up their processes.

Cooperation with the YMCA has been speeded up because there are urges for postwar organization in smaller communities, where it is impossible to support two separate organizations in two buildings, etc. General principles of cooperation have been agreed upon nationally, and a joint statement from the National Board of the YWCA and the National Council of the YMCA has been sent to each community Association. The YWCA's need to face their situations, and to analyze their experience and work with the National Board staff on the whole matter. General guides for situations where there cannot be two sets of buildings in one community have been drawn up, but each situation will have to be solved on its own merits.

In past years there has been little or no extension work from local YWCA's into adjacent communities. The YMCA is using this device in some places, as a means of servicing some of the requests for new organization. We need to look at this whole matter with community Associations — at the desirability and practicability of this type of work.

Some experimentation is going on in different parts of the country in regard to using a city and the adjacent area as the unit of work. In some instances the proposals are based on the postwar planning of Councils of Social Agencies and Community Chests; in some, on the initiative of the Associations themselves, with the assistance of national staff. The proposals vary from one integrated, over-all administrative setup with decentralized work, to separate local units of work meeting together periodically and actually planning and/or working jointly on certain aspects of program.

No responsibility for nationality-community interests was carried from 1940 to 1943 by a full-time staff member. When an adjusted budget necessitated the elimination of the position, certain elements in the job load were allocated to a member of the administrative affairs staff. Steps were also taken to provide that the full resources of the National Board advisory service on administration and program be made available to International Institutes and Foreign Community Departments of community Associations.

Help on Program for Constituency Groups

During the strenuous years just past, the *health education constituency* grew from 320,872 in 1940 to 333,239 in 1944. In addition, health education departments served thousands from other constitutencies in the Association. Thus, through its health and recreation services, the YWCA brought needed strengthening to bodies and spirits, giving to some, relief and relaxation from tension; to others, increased fitness and endurance for their tasks; to others, a greater understanding of the management of their personal problems of healthful living; and to still others friends, fun and the enjoyment of new skill in physical activities.

Wartime shortage of doctors, wth consequent difficulties in maintaining health examination standards in the YWCA constituted but one of the difficulties which had to be met, but the war years also brought new experience in the light of which we now look forward to still greater services to women and girls through the health education program of the YWCA.

The work of the agricultural specialist was given impetus and direction by the formulation of two volunteer groups related to the special needs of the *rural constituency*. An Agricultural Council, elected by the rural delegates at the 1940 Convention, carried responsibility for planning the agricultural section of the program of the National Conference of District YWCA's in 1941, and has worked on recommendations for a permanent council structure analogous to that of the Industrial and Business and Professional Councils to be brought to the rural delegates at the next convention. An Agricultural Subcommittee was organized.

The movements of people and the organization of state War Chests or War Fund Committees have focused attention on both the needs and opportunities of rural areas and small towns. This is our principal unorganized territory. If the YWCA is to develop the type of Association suited to these areas, a new organization policy for town and rural population must be worked out with adequate resources for its implementation.

The work with the agricultural constituency parallels that with other constituency groupings — younger girls, industrial, business and professional women, health education. In each instance, there is an organized subcommittee of the Division of Community YWCA's; and staff, numbering three for business and professional and, owing to a special gift, four for the industrial constituency, four for the younger girls constituency and one for health education. In the industrial and business and professional groupings, the work attains a large measure of self-direction by reason of the functioning of the National Councils and Assemblies drawn from the constituency.

In contrast to this situation, the constituency of young "home women", as large in numbers but less established historically as a concern of the YWCA, has little or no program help from national headquarters. Further, the great increase in men and boys in coeducational programs has produced a major shift in constituency to which the program resources of the National Board have not yet entirely adjusted. The ratio of one man or boy to two women or girls in the education-recreation constituency means that by swift degrees the very nature of the YWCA is changing.

Younger Girls

The war period accentuated for adolescents the tensions inherent in growing up in our present-day society. As a result, the younger girls program has placed emphasis on helping leaders, professional and volunteer, to understand adolescent girls and their behavior as basic to a program that meets their needs. What social change means to individual girls has been the focal point for work with adult leaders. Juvenile delinquency and the public attention centered on it have led to better and more constructive community planning in which YWCA's have shared. By the increased spread of younger girls' clubs in all sections of the country, the development of teen-age canteens, a new stress on sex education for high school girls, and a general program of education and legislative action, YWCA's have moved to provide positive and healthy channels for youthful activity. Co-ed activities have flourished, often in cooperation with other youth-serving agencies, especially the YMCA. The urgent need of young people to feel that they have a place of importance in community and national life has been recognized, and dealt with through the organization of a wide variety of wartime service projects and the featuring of the role of younger girls as world citizens. World fellowship contributions from this group have more than doubled from one year to another.

The Junior Membership Study of 1941-42, following the action of the 1940 Convention, stressed the value of giving a greater place to junior members in total Association life, once again using the YWCA as a laboratory in which adolescents might learn how to find their place in an adult world.

The tremendous increase in young workers under eighteen, in urban and farm employment, has meant a double responsibility for YWCA's — to safeguard them against health hazards and loss of educational equipment for future jobs, and to prepare them for their tasks.

New needs of adolescents and new expressions of old needs have resulted in numerous adaptations of program — some good, some as yet unproved. A major concern of the period, resulting in some degree from the war situation, has been the high turnover in volunteers and staff. This problem, like many others in the younger girls field, has been met by an increase of joint planning at national headquarters and in community Associations, by a carefully developed program of written materials, by greatly increased cooperation with government and other private youth-serving agencies. The organization of the Associated Youth-Serving Organizations, Inc., with the YWCA younger girls as one of the constituent parts, gives evidence of the degree of community planning and consultation which present-day conditions demand.

Industrial, and Business and Professional

The industrial and business and professional staffs have followed the usual pattern of national services, functioning through correspondence, local visits, written program materials, participation in training projects. The program adopted by the 1940 Business and Professional Assembly was revised in 1942, in the light of answers to a questionnaire sent out by the National Council. To the question, "What are the present concerns of business women?" the most frequent replies were: (1) Shall I change my job? (2) The cost of living (3) Shall I marry before my boy friend goes to war? The revised program has been, of necessity, flexible and "girl centered", as well as movement centered. The tendency of white-collar workers' salaries to remain static during an era of rising prices occasioned greater interest in economic problems on the part of business girls in the war period. "Soldier recreation" has been, during these years, a major program emphasis.

The National Business and Professional Council, meeting annually through the war period, has shown an increasing desire to assume its share of responsibility for the program of the whole Association. It has supported the public affairs program; participated in the local groups working toward the goals proposed by the Interracial Study; and urged the support of the Association budget. Cooperation with youth and occupational groups has been a less direct, but no less effective, way of achieving its goals for a democratic society and sound national economy. The Nation-Wide Observance, changed to World-Wide Observance for greater realism, has continued to be a high point in the year's program, focusing attention in succeeding years on some of the most critical problem areas of the nation and the world.

In 1944 a poll of war workers was of great value in stimulating local thought; it showed what valuable data on the lives of working women

could be made available from the experience of the Associations' varied constituency. The National Industrial Council formulated in 1942 a Victory Program, revised in 1944, which has given direction to the movement and clarified for many persons, in and out of the Association, what industrial workers wish for themselves and for the social and economic framework of their lives. However, recruiting of industrial workers continues difficult. Concentration on this aspect of work needs to be made. Loss of professional staff and a high turnover have been disturbing factors of the past five years. The situation is so serious as to raise questions of the Young Women's Christian Association's ability to hold its own in the future, if this trend is not halted.

The National Industrial Council has felt strongly that one factor in the lag of recruiting industrial workers was a lack of aggressiveness on the part of community Associations. Since it is hard to recruit industrial workers, the Council has felt that more Associations should be willing to spend time and money on it.

The Council has felt, also, that community Associations should not judge the program by numbers as much as they do; rather, that the great significance of the program for the few girls who come in should be understood. The training of staff, although continuous and provided in a variety of forms, has not proved adequate in view of the large number of inexperienced secretaries. This weakness is particularly apparent in "on the job" training.

New Trends in Association Program

The boom period of the early 40's produced a revolutionary change in the life of employed women. Thousands of girls left factories and domestic jobs for offices. Other thousands left offices and domestic jobs for high-paying factory work. Thousands of new workers took jobs. Yet the days of plenty, although they relieved economic strain, brought new war-derived problems. It is increasingly evident that during the war period occupational divisions have become blurred. In war work, many women have been employed who have not intended to continue after the war. A large proportion do want and need to continue as wage earners in the same or in different types of work from what they have done during the war. Occupational consciousness and the stake which wage earners have in the reconversion and postwar periods is not understood by the large proportion of workers, and many of them do not assume any personal responsibility for working on social and political issues.

Wartime tensions, bad living conditions and the general restlessness have created a demand for more informal types of program than those usually offered through club organization. Local Associations have modi-

fied work to meet these demands. Mass activities, community dances and open houses were offered recreation-hungry workers. Swing-shift parties after midnight were characterized by gaiety and informality. Where mass recreation activities and services were planned as part of a total program and used to strengthen ongoing groups, the Association program with industrial women really developed during the period. New techniques in education were learned, and the approach was modernized. But where mass program has been the total emphasis, there has been a definite loss in developing self-conscious workers who could function effectively in the social scene. There is a concern that the Young Women's Christian Association, both as a local organization and as a national movement, shall not lose its cutting edge, based on firsthand knowledge of women workers' problems and their relation to the social scene.

The National Board staff has been facing this situation, and is working on it. This cooperative work needs to be speeded up to meet the demands for guidance coming from local Associations as they reorganize their work. Better interpretation of the basic problems needs to be done with both volunteers and staff. We all need to understand that occupation, as one of the valid bases for groupings of constituency in order to have firsthand experience and knowledge of different kinds of work problems, should not be confused with the way in which work is organized into Business and Professional Departments or Industrial Departments. The pamphlet, *Program to Meet Changing Needs,** as discussed by business, industrial and health education secretaries, is evidence of this cooperative work. At the same time, material continues to be issued directed at the needs of special types of workers.

Realistic facing of how the local staff who carry responsibility for work with employed women accomplish their jobs, is indicated in a pamphlet now in preparation, which includes separate sections for the director of industrial program, of business and professional program, of a combined business and industrial program, and for the executive director in small Associations who must carry the business and/or industrial program. The special pamphlets on jobs in the Personnel Bureau of the Leadership Services Department have been reviewed, and are being rewritten so that the descriptions of the jobs will not be in terms of departments and clubs, but in kinds and types of employed-women constituencies. The plan has been continued of having both combined and separate summer conferences for business and industrial workers, with provision within the combined conferences for time to work with the different groups separately on their special problems. Methods and learnings of the USO in its war production clubs have been pooled, with those of the War-

* By Brooks Creedy (Woman's Press, 50 cents).

Community Service staff, with the work in local Associations. Staffs are now testing this material, and plan to issue it in some form after group consultation with the staffs who have used it.

In a period when labor unions, relation to managements, relation of social and religious organizations to labor are constant issues, the necessity has been felt for an historical statement of the relations of the National Board to the Labor Movement. Such a piece of material† is in preparation, and should have wide usefulness for local Associations, not only within their own leadership but in interpretation of this aspect of the YWCA work to Community Chests, Councils of Social Agencies and other community groups.

All three constituency groupings — the younger girls, industrial, and business and professional — report their growing awareness of their relationship to and responsibility for the constructive solution of social issues. Many YWCA girls and women have in their personal circle first-hand experience of the separations and losses of the war. They have grown up in a period when the widespread consciousness of "One World" has taken shape. Many of them, particularly in the younger girls constituency, have had their first work experience in this period of economic prosperity, and have recognized the necessity of social planning if social security is to be firmly established. In school, in factory, in the YWCA, the constituency of the YWCA has found new opportunities for acquaintance with those of other races — Negro, white, Japanese-American, Indian — and has observed in the common life evidences of rising racial tensions. As they face these great problems of American and world life, they turn more and more to the YWCA as a forum for free discussion, a source of personal counseling, a refuge from personal pain and discomfort, and a testing ground for building a Christian fellowship.

Most of all, perhaps, the YWCA needs to advance in the expression of its corporate life as a religious organization. We have worked harder and have been more successful in establishing our place among educational and social work enterprises. But the problems of the future, whether of the relationships of person to person or of the control of atomic power, call for moral solutions. Those who are resources or engineers of program in the YWCA need to think in terms as fundamental as this, or all the structure of community support, personal training and constituency recruiting which go to make up an Association will fail of their ultimate purpose.

The events of the summer of 1945, the sudden cessation of open warfare, the work of preparation for the United Nations Organization, the

† *The YWCA and Labor*, by Dorothy Hubbard Bishop (Woman's Press, price to be announced).

problems concerned with the use of atomic power, usher in a new era, which, though world-wide in its significance, will find its immediate expression in the villages, towns and cities of the country. The single community unit will have its peace, prosperity and even its continued existence determined by the resolution of world problems; but those problems will be resolved in the last analysis by the kind and quality of education that goes on in every community unit. The period requires of the community YWCA as drastic a rethinking of administration and program as did the war period; the primary difference will be in the fact that this new era calls for long-time, rather than temporary measures. The range of administrative problems goes all the way from the effective functioning of the total YWCA as a membership organization and the sharpening of the outlines of the YWCA function in community life, to such practical concerns as those involved in cooperation and the newer forms of financing. The careful adjustment of national services to meet the needs of differing types and sizes of Associations must go on. The leadership of the Associations must be stabilized without the necessity of stabilizing persons in their jobs. The use of buildings and equipment, the erection of new buildings must be safeguarded lest they crystallize an outmoded program in terms that will be unacceptable to communities of the future.

The period ahead is clearly an expansion period. The services of the USO and WCS have opened up new areas which must be capitalized upon as speedily as possible. The war migrations have thrown out of balance the distribution of YWCA's over the United States. The present emphasis, which has also been the historic emphasis, on urban work calls for review. If the YWCA at this time can build a genuine strategy on the basis of the known factors, it can move farther ahead in the next two or three years than it normally has in a decade.

A review of program looking toward shifts in emphasis and methods is no less essential. As was pointed out in an earlier section of this report, national services have left certain occupational groups virtually untouched. The constituency of home women, of agricultural workers, of women in service trades is already present; but planning in terms of their needs lags behind. When these groups are fully recognized in the national strategy, the concern for a more satisfactory basis of occupational grouping may be more easily met than in the past period when adult constituency has been limited to two major groupings. The inclusion of large numbers of men and boys in program must be so planned as to safeguard the important values of a bisexual society, and at the same time insure the continued opportunity of women and girls to develop leadership and participation skills by themselves.

Associated Youth-Serving Organizations, Inc.

Our YWCA participation in Associated Youth-Serving Organizations, Inc. (AYSO) has enabled National Board volunteers and staff to work with six other national youth-serving organizations on the current needs of young people. The war period emphasized the necessity for such cooperative action in meeting and solving the problems besetting American girls and boys.

Associated Youth-Serving Organizations, Inc., is a corporation formed (1) to give national groups of youth-serving organizations an opportunity to plan and work together on the needs of children and youth; (2) to take joint action whenever agreed necessary to protect and serve children and youth. The seven youth-serving organizations which form the Associated Youth-Serving Organizations, Inc., and which have volunteer and professional representation on its board, are: Boys' Clubs of America, Camp Fire Girls, Girl Scouts, National Board of the Young Men's Christian Association, National Board of the Young Women's Christian Association, National Federation of Settlements, National Jewish Welfare Board.

This experience has been highly rewarding to us in terms of increased knowledge of the personnel and the program of these organizations. Traveling staff members of these agencies are better equipped today to further cooperation among our local units. The AYSO itself is a national organization. In addition to frequent opportunities for national consultation and exchange of information and experience, AYSO publications have made available to all YWCA's and to other organizations the results of this planning in several areas: *On Teen Canteens,* and *The Whole Town's Talking* (about young people and their current needs). Other materials are in preparation.

Foreign Division

The Main Tasks

At the Atlantic City Convention in 1940, the Foreign Division chose three major points of emphasis for the next years:

(1) continuing the regular work, despite war;

(2) attempting to operate emergency programs for those who were victims of the war;

(3) beginning reconstruction even in the midst of war.

During the intervening six years these have constituted the program of the Foreign Division. No one emphasis proved more important than the others. All have been carried on simultaneously.

The regular programs of cooperative service of the Foreign Division to Associations in other countries was maintained with amazing effective-

ness even after the entry of the United States into the war in December 1941. Communications with the Associations in Japan, Korea and the Philippines ceased at that time.

Through the funds secured by the World Emergency and War Victims Fund Committee the Foreign Division has carried on an expanded program of work with women in the armed services of the United Nations and has aided victims of aggression in thirty countries. The total amount allocated to these two services over a period of eight years has been $1,183,075.

These wartime responsibilities of the Foreign Division did not prevent planning for its postwar period. Even in 1942 enlarged meetings of the Administrative Committee were held to lay plans. Contacts were made with the representatives of private and government agencies who were concerned with postwar planning. In August 1943, the American Council of Voluntary Agencies was formed, with the National Board as one of the charter members. This agency was set up to correlate the efforts of voluntary agencies who were engaged in foreign service.

In October 1944 the Administrative Committee of the Foreign Division set up a small postwar committee charged with responsibilty for:

(1) surveying needs of the YWCA's in different regions of the world;
(2) presenting a plan stating the number of staff and the amount of money that might meet those needs.

Emphasis in Foreign Policy

In carrying out the task entrusted to the Foreign Division, it has had a definite foreign policy. In all its relationships with YWCA's in other countries, the Foreign Division has emphasized strengthening the leadership, both volunteer and professional, of those Associations so that they might build strong democratic national movements. These YWCA's are governed by boards of directors composed of nationals. Financial support has increasingly been derived from sources within each country.

The Foreign Division has used its influence in these cooperative relationships with YWCA's in other countries to emphasize the cross-section idea of membership in the YWCA as basic to the Christian purpose of the YWCA. Also, the Foreign Division, wherever it has worked with YWCA's abroad, has pointed out the significance of free and open discussions on public questions within the YWCA. In such practical ways the Foreign Division has tried to demonstrate the importance of the place of free institutions in national and international life.

Work Abroad, 1940-45

Everywhere emergencies had to be met, and modifications of the basic program had to be made. Increasing evidence shows that the primary

objectives of the YWCA's were upheld. By and large, they kept the representative character of their membership. In some countries it drew in new elements. It sheltered minorities and resisted discrimination against them. It safeguarded the rights of human beings in many countries. International contacts were maintained with many individuals and centers abroad, despite difficulties of communication and censorship.

Even in 1945 correspondence was maintained with twenty-seven countries, an increase of six over 1942. Sixty-eight visitors from twenty-seven countries visited Foreign Division headquarters, and contacts with 286 students and others from fifty-three countries were made. Three official visitors — Tsai Kwei, the general secretary of the YWCA in China; Fru Elsa Cedergren, vice-president of the World's YWCA, and former president of the YWCA in Sweden; and Doctora Santa Cruz, president of the YWCA of Argentina — effectively dramatized the possibility of building international understanding in the midst of war.

Far East

The year 1941 brought the last offical report of the YWCA in Japan.

Word has just been received from the YWCA in Netherlands East Indies and Korea. The Associations here existed during the war years, but are in great need of help.

From December 19, 1941 until March 21, 1945, the YWCA in the Philippines was totally cut off from the rest of the world. The story of its courageous activities in defense of freedom is a stirring one. The first official cable from Mrs. Martinez, the general secretary, stated: "March 21 Associations still carrying on despite loss of buildings, equipment, no funds. Staff safe, details by letter. Temporary headquarters — 330 Governor Forbes Street, Manila. Ylagon president. Notify Woodsmall."

The services of Miss Anne Guthrie, the former advisory secretary, were requested, and through cooperation of the War Department Miss Guthrie was the first American civilian woman to return to the Philippines. New quarters have been secured and an expanded program is being inaugurated.

The YWCA in China has carried on magnificently during the eight years of war. Cities were occupied, but the YWCA continued its program though in limited ways. In 1941 the national headquarters were moved from Shanghai to Chengtu. As many of the staff as possible went to Free China to continue work. In the west, the mass migrations of people, famine, bombing and inflation have influenced program — the main emphases being student relief, rural and industrial program, building of cooperatives, mass education and the training of leaders.

The National Committee of the YWCA in China sent in its postwar reconstruction plan a year ago. It called for an expenditure of several millions of dollars for rebuilding of old centers, development of YWCA's started during the war in the west of China, establishment of a personal counseling program and the training of young new leaders.

The YWCA of India, Burma and Ceylon has also felt the repercussions of war, famine, masses of refugees — both their own and from near-by countries. There has been great expansion of welfare work for women in the services in hostels and holiday homes. Four American secretaries have been loaned to the British War Services in India. A training project for social workers is part of the advance program of the YWCA in India. Work with industrial women is greatly needed, and the cooperation of the Foreign Division in this enterprise has been asked.

Middle East

Syria and Lebanon

Strengthening of volunteer leadership to carry greater responsibility, and the building up of democratic procedures of work within the Association have been major objectives of the YWCA in Syria and Lebanon. The extension of the war in this area has increased the war emergency program, as it affected the recruitment and training of women for work in war industries. In the period after the war, expansion into other parts of the countries is planned.

Turkey

The Istanbul Service Center continued its emphasis on constructive health projects. Work was expanded to two other cities, Ankara and Ismalia, largely through groups interested in camp. During the war the Center has made a great record as a humanitarian agency caring for refugees and prisoners of war. This illustrates in a striking way how YWCA program should be modified to meet the extraordinary needs of a community.

Europe and the Mediterranean Area

Under the World Emergency and War Victims Fund, secretaries have been recruited to serve directly with the women in the armed services in Egypt, Iran and Italy. In 1945 four Americans were in this work in Italy.

In 1944, the Foreign Division sent three secretaries to work under UNRRA in Greece.

As soon as Belgium was liberated from German occupation, the YWCA in that country requested the aid of four American YWCA

secretaries and emergency financial assistance until the situation in that country was stabilized. Miss Florence Risley, who had assisted the YWCA in Belgium after the last war, voluntered three months' service in Belgium. Two other American secretaries have been assigned to Brussels and Antwerp. Financial aid has been extended through the World Emergency Fund. Continued help will be needed for at least another two years. Buildings, camp, have been completely destroyed.

During the years of the war, five American secretaries have worked in England on the staff of the national movement in that country. Modest aid has been given, through the World Emergency Fund, to the gallant Associations in Holland, France, Norway and Czechoslovakia.

Latin America

The Latin America advance program called for an expenditure of $250,000. Progress has been made in realizing this program. Three additional staff members have been added to the staff in South America, and an American secretary, plus grant, has been sent to Uruguay.

The acquiring of a permanent headquarters and the building of a new gymnasium have given greater stability to the Association in Buenos Aires. The grave political situation, however, has prevented making long-range plans in the Association.

The Association in Bolivia has secured a general secretary from Bolivia and adequate quarters.

A Brazilian general secretary has been appointed. In August 1944, the YWCA purchased a new headquarters in Rio de Janeiro. An additional American staff member has been secured to develop a war emergency program in Rio de Janeiro. At the present time there are unlimited possibilities for the expansion of the YWCA in large cities and rural areas of Brazil.

In spite of inadequate quarters and small staff, the two Associations in Santiago and Valparaiso have continued their activities. In 1944 a new advisory secretary for Chile was sent by the Foreign Division, and in 1945 another American secretary joined the YWCA in Chile. New adequate quarters were obtained in the fall of 1945 for the Assocition in Santiago. An expanded program is being planned. A well-organized and successful financial campaign has been carried on in both cities in 1945.

The service rendered to the women in Mexico by the YWCA has been steadily growing. There are two centers in full operation, Mexico City and Guadalajara. In 1945 the Board in Guadalajara purchased its own building. Work with refugees, with the families of the *braceros,* has been added to the YWCA program as a result of the war.

In Uruguay, the YWCA has been expanding its program since 1943. Additional quarters were secured at that time in the centers of Montevideo, and a hostel was opened. Three successful finance campaigns have been carried out, and in 1945 a building was purchased by the Association and is now being remodeled for use. Trained Uruguayan staff is the most pressing need, and a comprehensive plan for meeting that need has been initiated.

The Staff Abroad

During these years of chaos and war the personnel of the American staff in foreign service has gone through many changes. In 1940 there were twenty-five American secretaries abroad. In 1945 there were thirty-five, fourteen of whom were financed by World Emergency funds. By the end of 1941 there were no American secretaries in Japan or the Philippines. With the entry of the United States into the war, four American secretaries were immobilized and interned in China. Secretaries, through the World Emergency Committee, have gone to Newfoundland, England, Egypt, Iran, India, the Philippines, Syria, Brazil, Uruguay, France, Belgium, Italy and Greece. Through a special fund, a secretary went to Porto Rico in October 1945 to assist in the organization of a YWCA in that country.

This war period has put many strains on the staff in foreign lands. Terms have been extended; the secretaries have undergone hardships and danger. Yet they have kept at their work under indescribably trying circumstances, have met danger with fortitude, and have been more concerned about their colleagues among the people of the country than about themselves.

Leadership Development

Development of leadership among women of other countries has assumed such importance that one member of the Foreign Division staff gives full time to this phase of the work. During the last six years, 1940-1945, forty-four young leaders from nine countries have received in the U.S.A. specialized training for YWCA work. Two were enabled by the Foreign Division to go to other countries for training. The majority of these trainees were under the supervision of the Department of Study. Fifty-one Associations in the United States cooperated in these training projects.

Although the number of secretaries coming to the United States for professional training was reduced after war began, the number of foreign visitors, students and nonstudents with whom the Foreign Division had

active contacts increased greatly. In the six years there were eight hundred visitors with whom the Foreign Division had some connections. Deliberate, careful planning is necessary to make certain that, from these numerous contacts, potential leaders — lay and professional — may see the possibilities of more effective leadership in the Associations in their countries.

Education on work in other countries for the constituency in the United States has been carried on in many ways, both old and new. Four clinics for discussion and the making of future plans have been held. The Annual Meetings of the Foreign Division have grown year by year, both in number of attendants and in significance for leadership development. A very important and continuing program for the education of the YWCA constituency has been carried on by means of the written word, films, slides, charts and radios, as well as by carefully planned deputation travel by staff, foreign students and volunteers from this country and abroad.

Headquarters

During the six years between conventions there have been changes in the Foreign Division staff and officers. In 1944 Mrs. John H. Finley became honorary chairman of the Foreign Division, and Mrs. Maurice T. Moore assumed the active chairmanship. That same year Sarah Lyon retired as executive and Elizabeth McFarland as advisory secretary, both after over a quarter of a century of service. Margaret Forsyth became the new executive in September 1944.

In September 1945 the work previously carried by the Refugee Committee was transferred to the Foreign Division, with the instruction that the program for refugees be integrated with the ongoing work of the Foreign Division during the year 1946. An additional staff member was secured to participate in this program.

Relationships

Of great sigificance, when considered in terms of the whole, have been the relationships with other organizations whose work is related to the YWCA, particularly at the points where it touches and affects the work of the Foreign Division. Because of smaller staff, this kind of cooperation had to be sharply reduced late in 1940. The executive secretary has worked with the International Committee of the YMCA and the Federal Council of the Churches of Christ in America, considering joint relief efforts; with the Committee on Foreign Relief Appeals in the Churches; the United Council of Church Women; and the East Asia

Committee of the Foreign Missions Conference. The Foreign Division has actively cooperated in the plans of the American Council of Voluntary Agencies, the Church Committee on Overseas Relief and UNRRA. The opening of the Washington office of the World's YWCA in 1940 brought the advantage of more frequent contact and more speedy correspondence. Its office in Geneva functioned during the war and it has kept in communication with a surprising number of countries.

Advance Planning

Within the YWCA the event that has most affected the Foreign Division's plans and thinking was the April 14 Meetings held in place of a 1945 convention. A summary of the reports of the discussions on work in other countries has given the Foreign Division the mandate to expand its program in the postwar period, and has also given directives and stimulation to the committee working on postwar plans.

The reports from these April meetings state that help should be continued, not suddenly cut, in countries which have been aided in the past; that Associations in devastated areas be given great consideration; that special responsibility be assumed for helping Associations in countries which are struggling for democracy or which are strategic from the point of world organization. Stress was put on the development of indigenous leadership (of training indigenous leadership rather than financing buildings). However, the reports were fairly evenly divided as to whether greatest help should be given to countries where leadership was weak or where it was already strong. Certain areas were mentioned over and over: (in order of number of times) Latin America, China, India, Philippines, Europe, Japan, North Africa, Russia, Near East. In all, thirty-three countries or areas were mentioned, eleven of which never yet have had help from the American Association. Almost as broad a coverage was given by the Associations recommending intensive work as by those wanting extensive work.

The April 14 Meetings

In the area of exchange of ideas and experience, one Association called for a "reverse lend-lease" so that the YWCA in the United States could be enriched by the great contribution of other countries. A large number felt that a study of how Association women in other countries met the problems of race, minority groups and religion could well help us to understand our own problems. Some work groups were very specific in suggesting what experience different countries had to offer us. Some wished details on the position of women, educational standards, tran-

sition of women from home to business, laws affecting women and children, teen-age recreation. Another area of interest was in the cultural backgrounds within the local community. Many groups expressed the feeling that the problems of the world were the same, and brought out their local responsibility toward them. One Association said that it realized its inclusiveness, and discussed the needs of the Negro in its community as being as important as some of the needs abroad. Another Association recommended: "To promote understanding of political, economic, social and religious issues that affect the lives of women in different countries of the world, so that we may have a better understanding of problems involved in a peace settlement."

The seriousness of the discussions was further shown in the responsibility the Associations seemed willing to assume for the carrying out of the program they were suggesting. Eighty per cent of the reports insisted that greater support for work in other countries should and could be found. Suggested methods ranged from a nation-wide money-raising campaign to selling world fellowship stamps. With few exceptions, it was felt that local contributions could be increased. Some Associations asked for specific projects to support, others wished more publicity, better interpretation of the work abroad — newspaper, radio, drama, music, speakers. A few brought very definite recommendations to their own Association for building up their gifts. All faced the issue squarely, and expressed willingness to do their share. Only one Association expressed a note of caution and warning against overexpansion in the face of a possible depression, but even then felt that additional contributions could be secured and that the sense of responsibility could be increased.

The sudden end of the war in the midsummer of 1945 and the official announcement of the termination of the National War Fund at the end of 1946 confronted the Foreign Division with the major problem of financing its postwar reconstruction program and playing its part in the establishment of world order. Thus it was compelled to bring its postwar plan immediately before the National Board. This was done at a special meeting on September 12, 1945.

In drawing up a plan for meeting these needs, the Foreign Division sought, through the program it proposed, to promote those projects which will carry out the basic purposes of the YWCA, which will lead to sound international attitudes and which will provide democratic experiences and foster fundamental democratic ideas. This means both the strengthening of work in countries where help has been given in the past and the opening up of work in new ideas which are practically strategic. (For this plan see, Section III, page 103.)

Student Division

The only satisfactory way to describe the work of the YWCA with college students is in terms of what happens to girls and women whose lives are significantly different because of their having been members of student Associations. A state senator translating her convictions about the worth of all people and social justice into everyday political decisions; a poet and counselor in a Negro college; a member of the War Labor Board; an Association secretary in China, administering relief to students and pressed back of easy generalities to say in a foreign tongue what God means to her; a teacher responsible for organizing the first interracial teachers' union in the South; the mother of a six-month baby girl, living first in a trailer and then in a $600 house, standing by and working alongside her minister husband as he struggles to save similar homes for 600 families of migrant workers; the leader of the most influential women's organization in the United States. To have had a significant part in the decision of such people to make the Christian faith their own, to grow in an understanding of its meaning, and to live it in the world of their day has been the job of the Student Division since its beginning nearly seventy-five years ago. It is so today.

What are the circumstances under which the work of the Student Division was carried on in this six-year period? They have included a familiar pattern of movement events, in the context of extraordinary world events: a seminar for local, regional and national staff at Estes Park in the summer of 1940 under the lengthening shadow of war in Europe; a National Assembly of Student Christian Associations bringing together 900 men and women students three weeks after Pearl Harbor; World War II; intercollegiate conferences and meetings of the Executive Committees of the student YMCA and YWCA for determining program directives; V-E Day; the meeting of the Executive Committee of the World's Student Christian Federation in New York City in May 1945, the first in six years; the begining of the Atomic Era; V-J Day; a proposed Staff Seminar at Estes Park in the summer of 1946.

These events occurred toward the end of the period in which many staff and advisers in the student YWCA had come to maturity. It was a period of unwarranted faith in man's reasonableness and goodness, and in his power to progress. This, together with the cynicism and skepticism following World War I, had resulted in the Christian faith's being thought of in minimum terms or less, and held almost apologetically in acute consciousness of an indifferent world or one which had "put away the childish things" of religion. Christianity was likely to find its best

expression in good works and social action. The direction of action was toward a cooperative rather than a competitive society; the method, that of working primarily on specifics rather than combining this with any sustained and thoroughgoing understanding of the complex of social forces shaping man's destiny. Against this background the horror and futility of war had pushed many to embrace pacifism as a principle.

Young people reaching college age in this period could not but be affected by this climate. Nor did they escape the particular frustrations and uncertainties of the depression with its resulting insecurities.

When war came the colleges changed radically. Many of the ablest, most stimulating and progressive professors were drawn off to government agencies. The curriculum was accelerated so that it was possible to finish a four-year course in three years or less. Through the Army Specialized Training Program and the Navy College Training Program thousands of men were trained for the war. Units of Waves, Wacs, Spars, Marines and Wafs were instructed on a selected number of campuses, as were cadet nurses. In addition other thousands of men and women received training for industry as part of the Engineering, Science, Management, Defense War Program.

The colleges were affected in various ways. Some went out of existence; others prospered in terms of greatly increased enrollment. All have been challenged to rethink the objectives of the university and the ways by which they may be most effectively achieved.

For women students the period presented new experiences and raised new questions and problems. Many girls worked part time in war industry. Many held for the first time campus positions of responsibility which had formerly been held by men students. What is the use of a college education, became a real question. Many girls left to take full-time jobs. Relationships with men became, of necessity, transitory. The question of whether to marry in college or run the risk of not marrying at all was a major one. The unimaginable suffering in the world, the fact or prospect of death among one's own family or friends raised profound questions. The desire to make one's life count, the uncertainty of the future, these and other concerns characterized the situation of women students during this period.

In response to the total situation special work was undertaken and special emphases emerged. Of the distinctive undertakings of the period the most significant and far-reaching was that of student relief. From the time word first came of the bombing of Chinese universities and the heroic trek of students and faculty inland, to the most recent cables describing the desperate needs of students in Europe, the student YWCA

and YMCA have responded. In 1939, in collaboration with the church student groups and Student Service of America, the World Student Service Fund was formed. Since that time it has served as the agency of the several groups to secure money and to carry out a program of education designed to develop intelligent and generous giving, and a sense of solidarity and fraternity among students throughout the world. To date, $915,000 has been secured. The funds are administered by World Student Relief, with offices in Geneva, representing Pax Romana, International Student Service and the World's Student Christian Federation.

In addition to the urgent needs of students in the Orient and Europe the Student Division was early faced with the special needs of the Japanese-American students, many of whom were members of local Associations. Through the original impetus of the student YMCA and YWCA the National Japanese-American Student Relocation Council was formed in May 1942. The Council, coordinating the efforts and financial support of the two movements, and church student groups, and with special leadership from the American Friends Service Committee, enabled 3,000 students to go from assembly and relocation centers to 550 colleges and universities throughout the country. In addition to working through the Council, the student YWCA and YMCA helped in the integration of Nisei students into campus and community life. They also cooperated with the YMCA and YWCA in the relocation centers to stimulate relocation and to train leadership.

Although the Campus Services Program will be described as part of the report of the USO Division, the account of the distinctive concerns of the period would not be complete without at least a brief mention of it here. Through this program it was possible to give special attention and help to colleges with women trainees, those with men trainees, and those with war production training units, cadet nurses, etc. Invaluable assistance was given through campus visits, materials and intercollegiate conferences.

The Campus Services Program followed an earlier and effective effort on the part of the Student Division, to strengthen the program of the student YWCA through the War Expansion Program. With the help of two special staff members material was provided in line with the following wartime emphases as developed by the Executive Committee of the National Student Council:

1. To develop a faith adequate for today and tomorrow.
2. To understand the basic issues involved in the war and the peace.
3. To choose and prepare for vocations strategic for enduring freedom.
4. To participate in and prepare for significant wartime community service.

While new resources and new means were being developed to meet special situations the established channels of the student movement were used to adapt the program to the total situation presented by the period. Certain actions of the student YWCA and YMCA, at their Assembly of Student Christian Associations in December 1941, will serve to point up trends in the Movement in response to the mood and needs of students.

A statement bearing the title of Affirmations of Faith, together with the Three fold Discipline, outlined below, are sharp evidence of the need felt by students for some clear expression of what is involved in the Christian faith.

> "Because I recognize the necessity of individual Christian commitment, and the urgent need for positive direction and new power in my personal life and in the student Christian movement, I agree to the best of my ability to undertake this integrating threefold discipline:
>
> 1. Devotional Discipline. To observe daily periods of prayer and meditation and to take part regularly in group worship.
> 2. Intellectual Discipline. To read and study systematically in order to deepen my understanding of the Christian faith and of the present historical situation.
> 3. Social Discipline. To take part in constructive action which involves identification with the needs of others and contributes to the building of a Christian democratic society."

The policy on race, acted upon previously only by the Executive Committee of the student YWCA and YMCA, was adopted at the Assembly, committing to writing a conviction which had already been operative in the movement.

> "Because of our conception of Christian brotherhood and a genuinely cooperative society, we will direct our united effort toward furthering the establishment of a student Christian movement and a social order which provides every individual, regardless of race, creed or national origin, opportunity to participate in and share alike all the relationships of life. We recognize that this policy maintained consistently and progressively requires in practice the ultimate elimination of all segregation and discrimination as it appears in government, in industry, in education, in the armed forces and in all phases of community life and personal relations."

Since the Assembly, the one summer conference of the student YWCA not open to all members regardless of race has been given up.

In regard to the social order the Assembly adopted the following state-

ment. Unlike the policy on race, it represents a first step, namely, that of formulation rather than the writing down of a principle long tested in practice.

> "We direct our united effort toward working for a more just social order in which all people shall have the economic opportunity to be brothers. In this world we believe there will be security of employment with opportunity for every person to follow some constructive vocation; there will be racial equality, political freedom, freedom to worship. The means of production and the world's resources will be controlled by the people of the world, and the aim of production will be for the use of all men. The God-given resources of the earth will be used for the progressive raising of the standard of living of all people."

The deep differences in the student YMCA and YWCA on the question of war were faced at the Assembly. In the course of discussion the conviction gradually emerged that the full Christian witness about war lies somewhere beyond both the position of full participation and the position of the pacifist, in a synthesis yet to be discovered. This being the case, it was felt to be truer to the Christian insight to keep the two positions in sharp tension than to seek to solve the question by counting votes. Consequently a statement of unity was finally accepted practically unanimously, with the clear understanding that such a position placed upon the Movement an obligation both to work toward the finding of a synthesis and to give help to each group — the great majority who supported the war effort, and the minority of pacifists — in understanding and acting in the light of their particular convictions. Experience in the years which have followed, in spite of obvious difficulties and failures, has seemed to confirm the wisdom of this decision.

In the most recent annual Executive Committee meeting of the National Student Councils of the YMCA and YWCA further trends were evident which are important to record. One of these is the emergence of a heightened interest in the problems of personal relations. High on the list of questions are those having to do with the relations of men and women in the postwar period. The perennial questions in this area and others which naturally arise in the transition from war to peace are being faced against the background of a society characterized by inequalities and with the desire to create in the postwar period, both in family life, and in work relationships, patterns in which men and women are free to act and develop as persons.

At the same time there has been a strong emphasis upon political effectiveness, with the understandings essential to it. Among the methods

developed were student-in-industry and student-in-agriculture groups. The former especially have proved to be one of the most effective means of social education.

A third, and major, trend is that toward responsible participation by the student movement in the basic thinking going on in many groups about what we should educate for in American society, and the relation of religion to both the objectives and the processes of higher education. Because it is a recognized part of university life and experience in six hundred colleges, dependent upon the quality of education for the effectiveness of its own work, and committed by its character as a Christian movement to work for desirable social change, the Student Division has felt that it can do no less than contribute whatever resources of experience and insight it may possess to the common effort to rethink the ends of higher education and the steps essential to achieving those ends. Together with the student YMCA, through a commission of faculty and movement representatives and the medium of a syllabus, an attempt is being made to stimulate discussions on certain basic issues in at least one hundred faculty-student-community groups across the country. In addition, the Student Division is collaborating with other divisions and departments in the National Board likewise concerned with various aspects of American education.

A fourth, and probably the most obvious trend, is toward making the Christian faith more explicitly central in the life of the movement. The Circle of Faith and Action with the various program areas: world relatedness; social responsibility; growth of persons; and Christian heritage, radiating out from a center representing the Christian faith, expresses in graphic form the predominant mood and desire of the representatives of the student YMCA and YWCA at their most recent Executive Committee meeting. It is difficult of course to be certain that even such a representative group accurately reflects the whole constituency. When we think, however, of the uncertainties, confusion, frustrations which students and all people face in the months and years immediately ahead, when we reflect upon the climate and environment, already briefly described, in which the present student generation has grown up, it is not difficult to account for such a trend.

Finally, it is important to note one trend which is emerging in the movement. As is not infrequently true, it is seen most clearly in its early phases in the staff group. It is the concern for a sound and working understanding of the cultural crisis of our day. It is increasingly apparent that the effectiveness of the movement's work in interpreting the Christian faith among students today and in seeing its implications in terms

of concrete social action depends upon a fundamental and basic understanding of the social forces shaping our culture.

In attempting to meet the varied program demands the student YWCA has had a constituency which has remained fairly constant in this period. The difficulties presented by numerous wartime activities and the accelerated program seemed to be offset by the increased enrollment of women students and by the fact that the Association movement has offered a medium for the kind of program in which there was genuine interest. Although there has been a marked increase in turnover, the total number of staff not only did not decrease but actually increased. Although accurate statistics are not available, the participation of faculty and others as advisers seemed to remain fairly constant. In these respects the experience of the student YWCA was markedly different from the YMCA whose work, as was inevitable, suffered seriously in numbers.

In this period, as already indicated, the normal resources of the National Student Council for accomplishing its work were augmented both by the Wartime Expansion Program, which made possible the employment of two additional staff members for the year 1942-43 and by the Campus Services Program which began in 1944 and whose average annual budget was $15,000. While yet far below the careful estimates of what would constitute an adequate budget, and of itself below even a minimum budget, the regular budget has shown a steady increase to its present level of $76,348. This has made possible the strengthening of staff resources by the equivalent of three persons, and the more adequate undergirding of work throughout the country. In addition, an increasingly closer relationship to the other divisions of the National Board has made for appreciable reinforcement at the point of program and general services.

Recognizing the inadequacy of its coverage of the 600 units of the student movement, approximately 430 of which are affiliated, and the impossibility of trying to maintain the kind of service possible only in a period when the number of regional staff had been considerably larger, the Student Division in 1944 changed its way of work. Instead of persisting in the hope that somehow all units could be served not only by intercollegiate conferences and materials but by regular visitation of staff, the Student Council is for the present period concentrating staff effort through counsel and visitation primarily upon those Associations where there is some likelihood of securing local professional leadership for the Association. In the first year of the plan new positions were developed in ten Associations, and part-time positions were increased, in some cases, to full-time in nine others. Still, only eighty-five Associations out of the 600 have professional staff. Of this number only about two-thirds are

full time. Expansion for the Student Division involves the double task of increasing secretaryships as well as developing new Associations.

No report of this period would be complete if it did not give an important place to a description of the development and extension of relationships with other groups. Of these the first relationship is with the various other divisions of the YWCA. Following a mandate of the Student Assembly at the last Convention a major effort of the National Student Council has been toward the closer integration of its work into that of the total movement. Various patterns of relationships between community YWCA's and student Associations in large cities were worked out early in 1945. In seventy-five cities, community and student Associations held "convention alternative" meetings together last spring. Regionally the participation of students and staff in YWCA conferences has substantially increased, as has the number of National Board and community staff members serving in a wide variety of Student Division committees across the country. Nationally, relationships have been greatly strengthened, initiative having been taken by both the Student Council and the other divisions and departments in the effort to work more effectively on specified concerns. These have included, among many others, work with the Japanese Americans in the relocation centers, the YWCA's share of responsibility in rethinking objectives and practices in secondary and college education, foreign students and joint activities with the Business and Professional and the Industrial Councils.

The second important relationship is that with the student YMCA. The period has been one of continued and increasing effectiveness in cooperation. The Assembly of Student Christian Associations held in 1941 was the first policy-making Assembly of the two groups together. While provision was made for separate consideration by the YWCA or the YMCA, if desired, of any issues on which there proved to be division on the basis of men and women, this was found not to be necessary. While very real problems exist, the quality of relationship which has developed over the last ten or fifteen years is making the present effort to evaluate the total experience and to give direction to the entire movement on the matter of desirable local patterns of cooperation a positive and creative experience.

The third relationship of importance, and one shared with the student YMCA, is that of cooperation with the church student groups of the twelve or more Protestant denominations engaged in work on the college campus. Collaboration on various levels and around specific enterprises has gone on, of course, for a number of years. For example, some of the regions of our movement have included church student groups. The student YWCA, YMCA, and the church student groups form the American section of the World's Student Christian Federation. Our student relief

effort, through the World Student Service Fund, is another common enterprise.

Cooperation has been greatly accelerated in this period, however, owing to the necessity of a common approach to the problems of serving trainees, and the increasing recognition of the inadequacy of all the religious forces to meet the needs and demands of college campuses today.

To effect an economy of effort by bringing together the various functions already being carried on jointly and to make possible the carrying on of any functions which could be carried on more effectively together than separately, there was created a federation of the groups concerned, called the United Student Christian Council. Acceptance of the USCC as the best practicable means of cooperation today is general and genuine. There is wide divergency of opinion, however, on the form and patterns which relationships should take in the future, locally, regionally and nationally. Some people feel that much closer integration is both necessary and desirable. Others feel that the maintenance of the identity and autonomy of the various movements is essential. That this constitutes a major problem, as difficult as it is important, is readily apparent. Upon its wise and statesmanlike solution rests the future effectiveness of voluntary student religious work in this country.

Throughout this period cooperation of the student YMCA, YWCA and the Protestant church student groups with the Catholics and Jews has continued at the points of common interest and concern. In addition to local campus Interfaith Councils the three groups united nationally in the Interreligious Council for approaches to the Government in respect to our wartime function on campuses. B'nai B'rith Hillel Foundations at American universities are now among the sponsoring groups of the World Student Service Fund.

As is true everywhere in the YWCA, the period through which we have just come — both because of internal and external events — has brought us quite literally to the edge of a new era. One cannot review these six years nor the sweep of history of the student YWCA from its beginning more than a century ago in the Student Religious Societies without being led to the conclusion that the movement is on the verge of what may become a third great creative period in its history. Behind it, to be sure, lie weaknesses and contradictions but also a discernible growth and deposit of experience in the knowledge of what is involved in living the Christian faith in any particular day. Before it lies the clear task of working through confusions and conflicting interpretations to a sound and basic understanding of the cultural crisis of our own time, against which must then be understood anew the demands and resources of the Christian faith for our own day. Before it also, as an essential,

part of this total task, lie the questions of the resources essential for the work, and finally the patterns of organizational relationships most effective for the future.

In facing its total task the Student Division recognizes the value of being part of the YWCA and looks to the 1946 Convention for fresh and invaluable insights upon its course in the years immediately ahead.

Leadership Services Department

Back of the effectiveness of any program in the YWCA stands its volunteer and professional leadership. The war years demanded services of women unparalleled before in American history — in military services, in war production plants and shipyards. At the same time they offered unprecedented opportunities to women who had never before volunteered their services in any community or national effort to contribute their share to the war effort through service in organizations directed to maintaining the morale of men and women in the armed forces and war work, and of the civilian population as well.

The YWCA with its 3000 professional staff and its 86,153 volunteers in 105,323 jobs in community and student Associations and 114,000 in USO work has played a strategic role, a role which demanded of its experienced volunteer and professional leadership quick adaptation of program to new situations. This leadership, however, was, at the same time, needed and being drawn upon by many other agencies, both public and private. The resultant and inevitable shortage of experienced leaders for the job to be done meant that the YWCA must speed up its interpretative program to volunteers and to professional workers of the kinds of opportunities for service to be found in the YWCA. The 292 new jobs for professional workers created by expansion of Association program to meet new demands for service to teen-age youth, war production workers, service men's wives and new opportunities for cooperative community projects, as well as the vacancies caused by a high turnover of 30 per cent, demanded intensive recruiting of professional staff. It was soon evident that effort had to be made to improve salaries and working conditions in Associations in order to compete in the market for professional staff with experience, and even for beginning workers. Added all together, the result of these war years has been an influx of young, inexperienced workers, many potentially able but needing training for professional work in the YWCA.

For example, of a total of 413 program directors for younger girls,

recorded in the Personnel Bureau, their experience in the Young Women's Christian Associations has been:

Less than one year	128	31%
1 year or less than 2 years	126	30.5%
2-5 years	113	27.4%
Over 5 years	46	11.1%
	413	100%

Interpretation of Volunteer and Professional Jobs

To meet the demands for new leadership and to strengthen the leadership already at work, we attempted: first, to interpret to volunteers the satisfactions to be gained through service in an organization like the Young Women's Christian Association through a series of pamphlets — *Whatever You Believe, Lights Up for Total Defense, Together We Stand;* and to keep before local Associations the importance of constant and telling interpretations of opportunities for volunteer service in the Young Women's Christian Association and the part it can play in the development of woman's sense of actual citizenship responsibility and skills needed to carry that responsibility. Interpretation to interest professional workers in the Young Women's Christian Associations took the form of intensive joint recruiting efforts on the part of the USO Division's personnel staff and the Personnel Bureau, preparation of new recruiting materials — *Going Our Way?* and *An Invitation to a Job* — the use of reprints and of sample job descriptions to make graphic to recruiting sources and candidates the kinds of jobs done by staff in the Young Women's Christian Association. There has been increased use of national staff for recruiting purposes. It has been recognized that the finding and keeping of professional leadership is a responsibility shared jointly by the National Board and the local Associations. The Personnel Bureau has had one staff member giving two-thirds time to the recruiting effort and one full-time to intake of new candidates. The USO Division of the National Board has had one full-time staff member for recruiting.

Definition of the Job

The second emphasis, clearly related to interpretation, was a growing recognition of the importance of defining the jobs to be done by both volunteer and professional staff, so that each can know in specific terms what is expected of her. In the field of informal education, recreation and group work, there has been a redefinition of jobs and the use of common job titles for joint recruiting efforts by agencies affiliated with the

Associated Youth Serving Organizations. Attempts are being made in many communities to classify such jobs and establish professional requirements for such jobs. There is now acceptance of the fact that for many, if not most, of these jobs, professional education is essential and there is the recent move toward a development of a professional organization of group workers. All of this means that the Young Women's Christian Association, if it is to raise its standards of work, must increasingly try to employ personnel who meet these qualifications and must make every effort to insure to staff now employed the opportunity for study to secure the education necessary for increased professional competence and for status in the community. This means also that provision must be made by the National Board for increased counseling of staff in vocational and educational fields.

Training

Our third emphasis has been on training to do the job effectively. For volunteers this has meant the preparation of such materials as *How to Steer the Volunteer,** and *The Lady Was Shy,*† as well as help to local Associations on volunteer training courses and the actual participation in such courses in a limited number of Associations. One staff member has carried this responsibility for help to local Associations on volunteer training. During the last two and a half years this has been on a half-time basis. For professional staff it has meant a growing recognition that orientation to professional work in the Young Women's Christian Association is a necessary part of the training for each new staff worker if the level of practice is to be raised above that of trial and error. Strides have been made in defining the body of knowledge essential for the program job — younger girls, business and industrial, and health education — and, more recently, that of the executive director.

Teaching materials have been developed from actual experience. We have worked also with professional schools on a curriculum for professional education adapted to the needs of workers in the Young Women's Christian Associations. The influx of many new and inexperienced workers each year, who begin work without the opportunity to attend the orientation course, necessitated the planning of a series of four-day institutes for new workers in different parts of the country. These were focused on the job of being a Young Women's Christian Association professional worker in terms of what she had to do, and to help her see her job in relation to her community, constituency, volunteer leadership with whom she works, and professional leadership within the Association.

---

* Woman's Press, 30 cents.
† See *Program Packet,* May 1945.

But it was soon evident that the experienced volunteers and staff who were struggling to adjust program and ways of work to new conditions and to new community relationships needed help. Therefore, in order to give a sense of direction, to turn attention to basic issues and to gain a high sense of courage in our total strength and common purpose, a number of projects were undertaken: first, a series of twenty-one Leadership Workshops for all volunteer and professional staff in all parts of the country; second, an Institute on Women Workers planned to give experienced secretaries working with such workers the opportunity to talk together about their questions and to acquire some of the new skills needed; third, three War Production Workers' Conferences to discuss with USO and YWCA staff the place of the Young Women's Christian Associations' program of work with women workers in relation to the total manpower, industrial and community picture. Two full-time and one half-time staff have carried responsibility for professional training in the Department of Study.

Referral

The constant changes of personnel in local Associations during these war years placed an unusually heavy responsibility on the referral secretaries, as well as the recruiting staff. For example: in 1940 the number of vacancies registered with the Personnel Bureau was 396; in 1945 it was 950. Special effort was made to work with experienced leadership in terms of the best placement of individuals for their own increased satisfaction, and in order to place the limited number of experienced leaders available in the most strategic spots. Four secretaries in Personnel Bureau, a half-time secretary on student personnel, and two in USO personnel have carried responsibility for referral and placement of staff in local community and student Associations, and USO-YWCA operations.

Advisory Service

Directly related to this effort to reduce turnover was the appointment of a full-time personnel advisory service secretary, making possible greatly needed and continuous help to Associations on the importance of improving personnel standards and practices, particularly salary standards and leaves for study, in order to give staff employed the opportunity to increase their professional competence to do the job. It also made it possible to keep Associations informed of developments outside the Young Women's Christian Association affecting our professional workers, such as War Labor Board regulations, the work of the Wartime Committee on Personnel on recruiting and training, etc.

Recruiting

The years have shown that it is important to intensify the recruiting program for volunteer and professional workers. It must, at the same time, be more selective, for we must be sure that those who voluntarily assume positions of leadership do so because they believe in the objectives that the Young Women's Christian Association is working for — and want to direct their efforts to the same objectives.

Religious commitment to God and to the real brotherhood of man, and the social attitudes which stem from that religious base, are essential qualifications. Those who do not share these beliefs and those who are not equipped to carry the job to which they are assigned, should be weeded out as soon as possible. Workers, both volunteer and professional, must in addition be clear about the job that they are expected to do; therefore, adequate job descriptions have proved necessary to get the job done most effectively and with least duplication of effort. Coupled with this, is the importance of supervision of both volunteers and staff so that they get a sense of direction and support. Objective evaluation of the job done contributes to the individual's growth and development, and the strengthening, therefore, of the Association program. The influx of large numbers of new and inexperienced workers, and the many demands for increased community cooperation have pointed up in dramatic fashion the necessity for establishing the responsibility of the job of the executive director in order to give stability to job performance, especially in community Young Women's Christian Associations. During the last years there has been recognition that USO leadership and experience gained in that organization have much to contribute to the ongoing program of the Young Women's Christian Assocation. The sudden end of the war, however, and the beginning demobilization of the USO make it necessary to plan more quickly than we had anticipated to utilize this leadership, to evaluate the experience in the USO and to determine what its contribution can be to the Young Women's Christian Associations and what training or retraining of staff and volunteers is necessary.

The time demands committed, competent leadership, capable of insuring courageous, clear-cut, effectual and productive job performance. Such leadership is not to be found in the Association to the extent to which it is needed today; to that extent the program of the Association is inevitably less effective. It is imperative, therefore, that we bend our primary efforts to raising the level of the leadership immediately. As a National Board, we must make this need clear, for it will be only through the closest cooperation locally and nationally that qualified leaders, both volunteer and professional, will be found and kept. What is of utmost importance

to a national movement is to be constantly re-enforced through the exercise of this joint responsibility so that the stature of our leaders can be constantly increased. Only in this way can our movement go forward.

Program Subject Department

IN the period from 1940 to 1945, the program subject staff was a constituent element of the Division of Community YWCA's, operating under that Division's Committee. With the summer of 1945, it became a separate organizational unit with a directing committee of its own, designated as the Program Subject Department. At the time of this report, the following positions are grouped in this unit: (1) counseling and family life education, (2) economic education, (3) international education, (4) interracial education, (5) music, and (6) religious resources. There is one staff member carrying responsibility for each subject area. The staff members representing agricultural interests and health education, who for the first five years were part of this group, are now associated with a unit staff of the Division of Community YWCA's.

The function of this Department is related to the quality and enrichment of local program, which in turn is concerned with the improvement of human relations in terms of the values of the Christian faith. Its problem has always been to discharge this heavy responsibility in some worthy way that is yet practicable for a small staff. If one staff member must relate her efforts to over a thousand local units and make some vital contribution to their thinking on religion or international affairs, it is obvious that her time must be most economically planned and her service restricted to the forms that will produce the most fundamental, widespread and lasting results. Experience over the years has demonstrated the values of leadership training to this end, and the staff have, therefore, participated consistently in the long-term institutes, in meetings of the Industrial and Business and Professional Councils, in Leadership Workshops and the like. The preparation of written resource materials is another time-tested method of work. Wherever possible, basic materials prepared by other organizations, foundations, etc., have been used, with supplementary aids to adaptation prepared by the staff. While advisory service on a place-by-place basis is clearly impracticable, sufficient local travel has been planned to allow for group advisory service, the testing of written materials, and the observation of local programs and local needs. Three of the staff, the secretaries for economic, international, and interracial education, serve as a supplementary staff to the secretary for public affairs and gain direction from the Public Affairs Committee and subcommittees.

But the staff has learned other ways than the careful choice of methods

of work to discharge its function with a maximum of impact on the Association need. More and more, as the individuals have worked together, they have developed a united interest in the correlation of subject matter. They have recognized the fact that the common denominator in their areas of special concern is a desire to produce in terms of the Christian ideal sound concepts of living, and to encourage the Associations to plan their programs with this aim in view. To this end, they have developed ways of joint approach through team travel, and group preparation of written material to demonstrate the interrelatedness of their subject fields.

Further, the Department is beginning to work on program conceived as a whole. The current re-examination of educational philosophy and method in the academic world is making itself felt among all groups concerned with education, whether of adolescents or adults. Evidence has long been available to show that YWCA's, even those with good financial status and a strong administrative setup, may develop program so superficial and opportunistic, so lacking in the essentials of sound education as to negate the value of the total structure. In the effort to grapple with this situation, the staff of the Program Subject Department is being greatly helped and strengthened by the work of the Department Committee, which in its personnel and setup is highly qualified to make a contribution here.

The nature of the Department's work can perhaps be made clearer by an actual account of one year's output, although such an analysis is necessarily a crude measurement and cannot include the continuous process by which the subject specialists through correspondence and conference relate themselves to local need and national planning. In the last completed program year before the 1946 Convention, September 1944 to September 1945, the staff participated in six training projects, seven summer conferences, five week-end conferences, and three other meetings of national or regional leaders. Their travel took them into fifty-seven Associations; through group advisory service they were in contact with forty-six Associations; and, through headquarters interviews, with thirteen. This group of six staff also wrote seventeen articles for *The Woman's Press* and twelve for *The Bookshelf,* and made sixty-eight contributions of less than article length to the two periodicals. Of written resource and methods material, they prepared thirty-seven releases—seven in the form of *Public Affairs News Service* bulletins, five as pamphlets, twenty-seven as *Program Packet* material. They contributed sections to many program bulletins, such as those related to world fellowship, World-Wide Observance and Progress Day; and did some writing on a cooperative basis for other national organizations.

Most of the national and world situations that are engaging the attention of the American public in the fall of 1945 fall within the purview of the program subject staff. The international, the interracial, the economic prob-

lems are so closely related as to be incapable of separation, and so vital to democratic living — in fact, to the continuance of life on any terms — that they call for the most fundamental and most profound consideration by all Associations. In a world painfully shaken, the role of all the arts, and particularly of music, to maintain sanity, and to give outlet for creative expression and a sense of unity to life, takes on new meaning and calls for increased effort. Music as a social force and for the influencing of public opinion is of special value and is being increasingly recognized by our leaders. The individual and the family as an institution face problems that are as old as life, and, at the same time, an almost overwhelming complexity of new problems related to the homecoming of service men and women, the mass movements of people, the new social scene with its pressures for adjustment. YWCA's are already besieged by large numbers of women and girls who have a right to expect some counseling and help on their personal problems. Both in these experiences of personal living and in the almost painful sense of responsibility to make some worth-while contribution to the life of the times which presses upon every sensitive individual, the members and constituency of the YWCA look to their organization for help. The Association has a great opportunity to relate these seekers after truth to the dynamic of the Christian faith.

It is perhaps fair to say that the Program Subject Department sees no change in its ultimate objectives for the next period of time. The stuff with which it works is the stuff of life. But it does see that the situation in which humankind has placed itself, and in which it faces the final choice between regeneration and extermination, demands the very best of any group, however small or inadequate, which has chosen to work in the problem areas of personal and social living.

Public Affairs Committee

The six years covered between conventions were war years. The Public Affairs Committee of the National Board of the YWCA during the entire time operated in and was affected by a war psychology and a war economy. By the very nature of its charter, it was obliged to relate all issues to the exigencies of wartime. During the first two years, 1940 and 1941, it consistently advocated the creation of an organized community of nations which alone could provide enduring peace, and in which the welfare and security of one would be the concern of all. As the months passed by, it became increasingly evident that such a goal was unattainable unless the forces of aggression were defeated. The National Board endorsed, in January 1941, H.R. 1776, known to us now as Lend-Lease and, in November 1941, en-

dorsed and supported whatever action in regard to the Neutrality Act might be necessary to the effective carrying out of the policy of aid to the nations fighting against aggression. On December 7, 1941, the Japanese attacked Pearl Harbor, and the United States knew that the price of enduring peace would have to be full participation in war.

In January 1942, the National Board pledged itself to take its full share in winning the struggle for freedom, to accept the suffering, inconveniences and petty privations and the grim daily grind the struggle would bring, and admitted with humility and penitence our country's share of responsibility for the agony of a world at war.

Throughout the years which have elapsed, a policy consistent with this pledge has been followed in international education, in our program of social and economic welfare, in the way in which we have tried to deal with the problems faced by minority groups, and in our consideration of the way by which civil liberties could best be preserved and educational opportunities be made available to all groups within the community.

We have known that there could be no security for individuals or nations or for one race or one sex unless there was security for all. The struggle for freedom has meant to us a struggle for the Four Freedoms, for everyone everywhere in the world, and we have tested all that we did by them. Faced with the Nazi ideology of our enemies and the obvious evidences of fascism and racism in our own midst, we have tried, as a committee of an interracial, intercultural organization committed to the principle of racial equality, to work for the elimination of those barriers which segregate minorities from their fellows and to achieve their integration and full participation into community and national life.

Accepting the theory that a world economic order must be established and maintained which will provide progressively higher living standards for all people, we applied that theory to our own domestic economy and declared that planning by all groups must take place if the widest use and conservation of our natural and human resources and inventive genius were to achieve full production and full employment for all persons who want and need work — regardless of race, creed, color, national origin or sex, at equal pay for equal work.

Fundamental to our whole program has been a desire to see established a more Christian social order which would be based on law that would promote the common welfare, secure justice and freedom for all peoples and banish war from the earth. We have believed that this Christian order can be established only through the labor and sacrifice of those in whom the Spirit of Christ is active. Citizens cannot take full responsibility unless they know what they are taking responsibility for, and why. To many persons the war lacked any sense of compulsion and adventure. They did not know why

we were fighting. They did not know why men were dying. They resented their personal discomforts due to war, shortages and rationing, heavier and heavier taxes. We attempted to help our constituency understand the significance of the struggle. We tried to make them, in the face of very different propaganda, realize that our devotion to the cause of freedom meant that we would not betray the world again as we did in 1919 — that we must betray neither the men who fought for us nor the men and women who kept the wheels of industry going as we betrayed workers in the dark days of the 1930's. We tried to help our constituency know that if we refuse to put the great lessons we have learned in the technological and economic planning of wartime to use in the days of peace, then chaos will ensue. And out of that chaos the seeds of fascism will inevitably be sown once more.

We have, nationally and locally, supported the United Nations Organization, and have taken our place with the groups in the country who, after educating themselves, brought home to our representatives on Capitol Hill the fact that the people of the United States were determined to see some form of world organization come into being. We went to hearings on Trade Agreements, and on Bretton Woods, and on Full Employment, and testified before committees, often unfriendly, but which more than once complimented our representatives on the wisdom of their testimony.

Over the years, the National Board has played an important role in making the public aware of gross discrimination against Negroes and other minorities in industry and in the armed forces. Again, we testified at hearings — this time on the establishment of a Permanent Fair Employment Practices Committee.

Through correspondence, advising local Associations on program and method, through the medium of bulletins, posters, free material and by local visitation the Public Affairs Committee and subcommittees, volunteer and staff, have attempted to work on a program which has developed out of the desire of the Young Women's Christian Associations for a more Christian social order.

The Public Affairs Committee has seen many things it has dreamed of for years come to pass during this war. It has wanted to see a World Order: it has seen a United Nations Organizations established. It has wanted higher wages and a better standard of living for workers, regardless of race or sex: it has seen this country move toward that goal. It has wanted management and labor to sit down together and bargain across a table, and work out industrial plans together: never has it seen so many labor-management councils, nor so many union contracts. It has wanted goods to be more equally distributed: it has seen a ration system, with all its faults, prevent the greedy from taking everything while others went without. It has wanted to see race

discrimination end: it has seen jobs needing to be done so badly that it did not matter in some places what were the color of the hands that did them. It has wanted everyone to have a job: it saw full employment become a reality during the days of war.

Peace has come to the world, but security and prosperity are singularly absent. In spite of the established fact that a United Nations Organization is actually functioning, pessimism and defeatism are abroad. In spite of all the horrors we have endured and the apparent willingness of nations to cooperate, thousands of people are saying, "We shall have to do this all over again in twenty-five years."

It may all be the aftermath of war, when high idealism nearly always becomes submerged. Education on a scale hitherto unknown, however, will be needed if we are to pay the psychological price of the peace. The opportunities which present themselves, the events which crowd upon us cannot wait for the complete understanding of all the people. Consequently those who, because of their ability and education, are able to grasp the opportunities at hand bear a doubled responsibility.

PUBLIC AFFAIRS PROGRAM

Adopted by the National Board, December 7, 1944; discussed at meetings of community and student YWCA's, April 1945; with revisions made by the National Board, May 23, 1945, January 9, 1946.

Note: Some additions to this program, in light of the present scene will be proposed to the Convention.

Introduction

The Young Women's Christian Association is committed to help bring about a more abundant life for the women and girls it serves. This means that we are bound to make life freer, fuller, happier and healthier for everyone. If such a life is to be realized, it is certain that fundamental changes will have to take place. They can be achieved by an educated citizenry through legitimate legislative channels. More fundamental as a necessity for progress, however, is more and better Christians taking full responsibility as citizens for the political, social and economic system under which they and their fellows live. There is no hope of establishing a more Christian social order except through the labor and sacrifice of those in whom the Spirit of Christ is active.

The program of citizenship responsibility which follows has grown out of the needs of the women and girls who work and believe in the YWCA. They come from many groups—economic, national and racial. They are industrial women, home women, farm women, girls in offices and banks, teachers, women who work in stores and countless other occupations. The program is based on the needs and aspirations of these women and also upon the conviction that a new world can be born if we realize that the opportunities we face are different from and greater than those faced since the dawn of history.

The United States, relatively unscathed by war, prosperous and industrially powerful, has a great moral responsibility to foster improved economic and social conditions here and throughout the world. Mankind everywhere is waiting for a world of peace and justice. In our own country racial tensions, poverty in the midst of plenty, perversions of democratic processes in our political life demon-

strate that the democracy of which we are so proud in the United States is threatened. The way in which our Government and we ourselves act today will determine the philosophy and policy of tomorrow both at home and abroad. Only by conscious effort on all our parts will peace and justice be achieved. If we love them and want them badly enough we can have them. It lies with those in whom the Spirit of Christ is active to make that effort.

I. Civil Liberties and Democratic Rights

Civil liberties are denied to millions of human beings in a world struggling to be free.

We will:

Uphold and vigorously defend freedom of religion, of speech, of the press and of assembly, and all other rights guaranteed by the Constitution of the United States;

Work to secure in reality for all people the rights guaranteed by the Constitution. the Bill of Rights and Supreme Court decisions, regardless of race, creed, color, sex or national origin;

Work to eliminate the poll tax, white primaries and other devices or practices which prevent the exercise of the franchise;

Work with Catholics, Jews and Protestants and with people of other religious faiths to stem the tide of religious intolerance.

Work to maintain the recognition, guarantee and protection of the academic freedoms of thought, research and expression;

Support efforts to secure protection by federal and state legislation against lynching and other forms of mob violence, and work for equal enforcement of law as it applies to all groups in the population.

II. International Relations (new statement)

World Without War

As members of a Christian woman's movement and of a world-wide fellowship of women, we reaffirm our faith in the ability of man, with God's aid, to build a world of peace and justice.

We are convinced that the security of our country depends on international cooperation to build and keep the peace; that the United Nations Organization can achieve collective security; that the United States must play a major role in building an effective United Nations Organization. Therefore:

We will promote and support every effort by our Government to strengthen collective security. We believe this will require:

1. That the United States provide its contingent of armed strength and support its use by the Security Council;
2. That the United States agree to such control of atomic energy including the power of inspection by the United Nations Organization as will assure its use by the nations for peaceful purposes only;
3. That overseas bases controlled by the United States be placed under the United Nations Trusteeship system;
4. That the United States accept limitation of its armaments, by agreement with other nations, as the United Nations Organization progresses toward the achievement of collective security; and that the United States appoint a commission to study our military requirements in the light of our changed world and our obligations as a member of the United Nations Organization in order to give us the basis for an intelligent position on the question of universal military training in this country;
5. That the United States work for international abolition of compulsory peacetime military training;
6. That the United States accept compulsory jurisdiction of the International Court of Justice.

Human Welfare

We recognize that a world of peace and justice can be built only on a foundation of human welfare; that the welfare of people in every part of the world is of direct concern to the United States; and that both moral obligations and our own economic welfare demand that we work toward the well-being of all people. Therefore: We will promote and support action by our Government:

1. To do everything in its power to aid in relief and rehabilitation of peoples devastated by war including refugees, through such means as active support of UNRRA and Allied Control operations;
2. To cooperate for world reconstruction, both through the International Bank for Reconstruction and Development, and through direct loans;
3. To follow national trade policies which conform to the principles proposed as a basis for an International Trade Organization, so that there will be the freest possible flow of trade among all nations;
4. To further the work of the Economic and Social Council, the Food and Agriculture Organization and the International Labor Organization;
5. To promote the welfare of peoples in non-self-governing territories through the United Nations Organization, and to work for recognition of the right of all peoples to self-government or independence, according to the circumstances of each territory and the wishes of its people;
6. To work through the United Nations Organization for an International Bill of Human Rights, to be incorporated into the law of member nations;
7. To work through the United Nations Educational, Scientific and Cultural Organization for the free and unrestricted education of all peoples, and for the free exchange among them of ideas and knowledge;
8. To encourage and strengthen democratic movements in countries such as Spain and those in Latin America;
9. To aid efforts made by Germany and Japan toward democracy, toward membership in the community of nations, and toward such reconstruction as will contribute to the peace.

Building a Strong United Nations Organization

Believing the United Nations Organization to be a great forward step toward effective cooperation among nations, we nevertheless recognize the need of its progressive strengthening. Therefore:

We will promote and support efforts by our Government to make the United Nations Organization a more perfect instrument for the service of all mankind and so to strengthen its jurisdiction as to render it increasingly effective in the maintenance of peace and the prevention of war everywhere in the world.

III. Social and Economic Welfare

Economic Planning

The widest use of our natural resources and inventive genius must be made to achieve full production and full employment for all persons who want and need work regardless of race, creed, color, national origin, or sex, at equal pay for equal work. Planning by all groups will be essential: industry, large and small, labor, agriculture, consumers, professional and white-collar workers in cooperation with the efforts of government (national, state and local).

We will:

Support efforts to insure wages high enough to encourage widespread distribution and consumption of goods and services;

Support a tax structure which does not impair full employment and full production. Tax measures should be just and bear a close relationship to ability to pay;

Support price control to prevent inflation;

Support federal legislation for agencies and appropriations which will help state

and local units extend beneficial education, work and health projects;

Work to secure a program of slum clearance and low-cost housing, public and private, open to all groups within the community.

Trade Policies

In order that substandard wages may be eliminated and the purchasing power of all people increased,

We will work for:

Policies that will increase our foreign trade and raise the standard of living in all countries;

Legislation that will remove such monopolies, international cartels, and patent laws as now block production, distribution, fair trade and fair competition;

Enforcement on antitrust legislation.

Labor

We will:

Uphold the right of all persons to organize for their own and the common good. especially through giving aid and encouragement to the industrial, white-collar and household workers in the YWCA constituency in their efforts to build a vigorous and responsible labor movement;

Support cooperation between labor and management so that the present high level of production may be maintained and increased wherever possible;

Uphold the right of all workers to bargain collectively. We will cooperate in efforts to secure and maintain a decent standard of living, reasonable hours and good working conditions;

Uphold the right and duty of labor, as of all other groups, to educate for responsible political activity and citizenship.

Child Labor

In order to safeguard the welfare of children and prevent the general undermining of labor standards,

We will work for:

Strict enforcement and improvement of existing state child labor laws;

Enactment of laws in states where there are none;

Ratification of the Child Labor Amendment to the Federal Constitution;

Strict enforcement of the Fair Labor Standards Act.

Rural Problems

The security of working farm families must be safeguarded, and democratic institutions, such as the church, the school and civil liberties, preserved and strengthened.

We will:

Support measures designed to remove rural inequalities in education, health, housing and other essential social services;

Support measures to give agricultural wage laborers the security, protection and appropriate advantages within the law equal to that afforded to urban workers.

Women Workers

We will:

Uphold the right of all women to work according to their abilities with equal pay for equal work;

Oppose the Equal Rights Amendment as not beneficial to women workers;

Continue to work for special legislation, national and state, as is necessary from time to time in order to guarantee protection to both men and women workers.

Social Security

We will work for:

Extension of social security benefits to groups not now covered; farmers, domestic workers, employees in small business firms, professional workers, self-employed individuals, employees in nonprofit institutions and government workers;

An adequate scheme of public assistance to those in need on the federal, state and

local level in order to supplement the social security program;
Extension and equalization of unemployment compensation benefits at a higher minimum level by state and federal governments;
An adequate program of health insurance.

Employment, Training and Vocational Guidance

A strong nation-wide employment service is essential to make sure that available workers and available jobs are brought together.

We will therefore work for:

A strong national service in which states will maintain certain minimum standards of facilities, personnel and nondiscriminating policy prescribed by the federal agency.
Appropriations, federal and state, necessary to administer its program effectively.
Extension of vocational guidance and counseling.
Equality of training and job opportunity for all people regardless of race, creed, sex, color or marital status.

Consumers

We will encourage the participation of our members in the cooperative movement and other organized efforts to deal with the interests and problems of consumers.

IV. Minority Groups

Our contribution to a world order, in which the administration of justice and the participation of all peoples must be on the basis of racial equality, depends upon what we accomplish in community relations at home. The integrity of our democracy is tested by its treatment of minorities. As an interracial, intercultural organization committed to the principle of racial equality,

We will work to:

Insure full educational, vocational, cultural and economic opportunity to minorities;
Achieve the integration and full participation of minorities into community and national life;
Support efforts to combat anti-Semitism and similar evidences of prejudices which threaten American unity;
Eliminate those barriers which segregate minorities from their fellows—both materially and spiritually—in housing, transportation, education, worship, recreation and employment;
Support immigration and naturalization policies free from racial discrimination.
We recognize the importance of government policies in the development of democracy.

We will continue to:

Urge federal, state and local governments to
a. Eliminate discriminatory practices toward minority groups;
b. Include adequate minority representation in policy-forming and administrative functions;

Urge the Federal Government to
a. End segregation and discrimination in the armed forces;
b. Request the Army and the Navy to end the policy of requiring the segregation of the blood of Negroes in the Red Cross blood bank;

Support legislation for the elimination of discrimination in employment such as a Permanent Fair Employment Practices Committee;

Work for state legislation and local ordinances based upon the principle of racial equality, and for adequate appropriations for their administration and enforcement.

The Negro

The Negro represents the largest ethnic minority in the United States and the group for which racial tensions are most acute. Our program will therefore put special emphasis on this group.

The Japanese-American

We will work for the restoration of full constitutional rights and privileges of Americans of Japanese ancestry and the payment of indemnities for economic loss incurred by virtue of their forced removal from their homes by the Federal Government.

We will support the federal program of resettlement of Japanese-Americans in those areas from which they were removed and throughout the country.

The Oriental

We will support legislation to place India and the Philippines on an immigration quota basis.

The Mexican and Latin American

We will support measures for a long-term program directed toward resettlement and rehabilitation of migratory workers and for the regulation of future migration between the United States and other American Republics.

We will assist in the adjustment and assimilation of citizens of Mexican and Latin-American ancestry into our national life.

The Foreign Born

We will work for the enactment of legislation which will make it possible to administer our immigration and deportation laws so as to prevent unnecessary hardships and injustices to individuals.

We will oppose demands for cessation of all immigration into the United States or reduction in present quotas, and work for a policy based not only on our own needs but also on human welfare.

The American Indian

We will cooperate in a program of education and legislation relating to wardship and Indian participation in American life.

V. Education

Recognizing that the welfare of our nation is largely dependent upon the intellectual adequacy of its citizens,

We reaffirm our belief in equal educational opportunity for all people of the United States, and will support legislation to hring this about.

We will work for the improvement of educational standards in relation to teacher training, salaries and curricula.

We will work for personal and vocational guidance in schools for all youth.

VI. Public Health

Accepting the principle of the right to good health of every citizen in a democracy, we reaffirm our purpose to cooperate with the Government and other agencies to make available to all people equally adequate health services and low-cost medical care. Inherent in such a program would be work on the prevention and control of disease and the protection of maternal and infant welfare which includes education on planned parenthood through public and private clinics under authorized medical direction.

VII. Special Problems of Youth

In considering the above program the special problems of youth should always be remembered. Policies should be established which will provide more adequate and more closely coordinated educational, recreational and economic opportunities for youth.

We will work for:

More adequate recreational facilities for young persons including the fuller after-school use of school buildings;

Federal, state and local planning designed to provide adequate educational and work experiences;

Establishment of a special division for youth in our public employment agencies, and more adequate vocational and educational guidance for all youth, in order that they may develop their skills and abilities and become intelligent and responsible citizens in our democracy.

Publications Department

IN a period characterized, on the one hand, by the severe curtailment of conferences, the cancellation of the convention and necessarily limited travel to the local Associations and, on the other hand, by far-reaching national and international developments, and by rapid changes in constituency, program, structure and staff in the local Associations, the Publications Department of the National Board has directed its efforts toward three main goals:

1. To use the written word as a more effective instrument for maintaining our "togetherness" in the national movement;
2. To give service to the leadership of local Associations, both volunteer and professional, with up-to-date program helps and work tools, and to furnish factual and interpretative material on important developments, nationally and internationally, thus providing a perspective from which to view local problems;
3. To provide more inexpensive, attractive, popularly written materials *for use by the membership,* as girls and women have turned in increasing numbers to the YWCA for help in understanding and dealing effectively with personal and social problems aggravated by war conditions.

Another important task which confronted the Publications Department was that of securing better *coordination* of materials going out from national headquarters to local Associations. It was also important, in view of the very heavy schedules of local staff, to provide more clues as to how material could be effectively used with various groups and also to make available more of the resources of other organizations. We have sought to accomplish these goals by:

I. Periodicals

Emphasis has been placed on the development of regular periodical publications, to provide continuity and to furnish a steady flow of information, program helps, news of the national movement, etc., to local Associations.

This has been done through:

A. Restyling *The Woman's Press,* to encourage a wider audience of subscribers and readers among staff, volunteers and other constituency. The new format appeared with the April 1945 issue. In the twenty-six weeks between May 1 and October 30, 1945, the new subscribers totaled 2,464, or an average of nearly 100 per week.

B. The device of the *Program Packet,* developed to provide more adequate integration and coordination of material going from national headquarters to community Associations, and to provide more satisfactory program and administrative tools for local staff. The response from the Associations has been very encouraging—a total of 499 *Packets* have been subscribed to by community Associations. In adition, 273 board chairmen are subscribing.

C. *The Bookshelf,* designed to provide program helps for advisers of younger girls' groups has shown a net increase of 1,030 subscribers in 1945—a gain of nearly 25 per cent over 1944.

D. *Public Affairs News Service,* maintaining a steady reading public, both within the Association and in other organizations. In 1946 it will be printed to increase further its usefulness.

II. Pamphlets

The main emphasis in pamphlets during this period has been on administrative helps to staff and committees. There have been 24 pamphlets and 1 book published since September 1944, and 11 additional pamphlets are nearing the production stage, to be ready for the 1946 Convention. Of this total, 11 fall into the category of administration; 7, constituency program; 4, race relations; 4, religion (plus a book of prayers); 2 each in the fields of economics, personal adjustment and music; and 4, miscellaneous. In addition to these materials, The Woman's Press has functioned as the publishing house for many of the USO Division publications. During 1945 there have been 7 pamphlets and 15 Program Work Notes on separate subjects. These USO publications have been widely used by local Associations. The USO pamphlets, attractively illustrated, popularly written, have been particularly useful to the constituency groups.

In addition to the publications listed above, The Woman's Press designs, manufactures and sells (or rents) such materials as posters, movies, exhibits, annual meeting "gadgets", etc.

A "Woman's Press Bookshop" is operated at national headquarters.

The events of this last year have had far-reaching effects on the Publications Department of the National Board. The end of the war brought an end to

restrictions on the use of paper, but necessitated the replanning of publications in the light of factors very difficult to estimate. Events of world-shaking significance, profoundly challenging to all established patterns of life and to human relationships have occurred in a very few months. The publisher whose products must be useful to the membership and leadership of a Christian and a community organization over a period of time must move with the greatest care in printing and binding words in permanent form. The opportunism and expediency (in the best sense of both words) essential to commercial success, and the effective meeting of demand must be matched by the careful long look, the emphasis on basic and fundamental truths which may sound "old hat" to a public necessarily overstimulated by dramatic developments and by up-to-the-minute, eye-catching publications.

The sudden end of the war has brought another problem to the Publications Department: the imminent end of large-scale production of pamphlets and booklets produced by the USO Division and available at very low cost to our members because of the large guaranteed market of the USO. This has also been of very great material assistance to the budget of the Publications Department. The ending of this publishing relationship in 1946 places on the Publications Department the double task of producing more popular, sound, attractive pamphlets for the constituency and at the same time developing the market necessary to finance this type of publication.

Public Relations Committee

FIVE years ago the job described as "public relations" was a section of the work of the Committee for National Interpretation and Support, while the responsibility for publicity aids to the Associations was carried by the Division of Community YWCA's. In 1942 the Public Relations Committee was appointed by the National Board to serve all other departments at headquarters, as well as all Associations. Interpretation to the public is now termed "public relations". Under the new setup, the Public Relations Committee also took over from the Division of Community YWCA's the responsibility for publicity aid to the Associations.

In the past five years much effort has been given to interpretation in relation to raising special funds to meet the war situation. As an illustration, it is only necessary to recall two social events staged in New York City in 1941 and 1943, and the sale of the World Emergency pin. The first event was a luncheon for Lady Halifax and the second, a joint luncheon of the National Board and the New York City Association. The sale of the World Emergency pin was a money-raising device which was discontinued when the World Emergency and War Victims Fund became part of the National War

Fund. The job of keeping the public informed about the work of the World Emergency and War Victims Fund, financed by the National War Fund, remained a major responsibility for the Public Relations Department. This responsibility is carried in collaboration with the National War Fund headquarters in New York, and with Community Chests throughout the country.

The functions of the public relations office are: to create public confidence in the Young Women's Christian Associations' capacity for friendly and efficient service to women wherever they are and whatever their job; to keep high the prestige of the National Board; and, at present, to publicize the contribution of the Young Women's Christian Associations abroad. The religious purpose of the organization is always implied in publicity releases, and stories on work in other countries stress the world-wide nature of the Christian fellowship, of which the Young Women's Christian Associations of the U.S.A. are a part. To the extent that this interpretation of the Young Women's Christian Associations is well done, both nationally and locally, it stimulates membership in the Associations, interests volunteers and helps to raise money.

In considering the output of the public relations office, it must be understood that the office has no control over the publicity media it uses. These media are: the general daily and weekly press; the national news syndicates; the sectional religious, labor and Negro press; national magazines; radio networks; local radio stations. Through these media the Public Relations Department keeps up a constant stream of information to the public. As part of its service both to headquarters and to the Associations, it provides such publicity devices as pamphlets and exhibits, and it maintains an advisory service—mainly in the form of correspondence. Members of the staff have visited the Associations in emergencies, and it is hoped that this direct aid may be increased for the benefit not merely of the Association concerned, but also of the national staff members for public relations who need closer contact with the actual work done in the field.

Up to April 1945, the main stress in all the public relations work was on the activities of the National Board and its committees and subcommittees. Since April 1945, the emphasis has been consciously shifted to service to the field, because it seemed to the Public Relations Committee that that was the mandate implicit in the findings of the April "stay-at-home" meetings.

During the war, it was inevitable that the eyes of the public should be on the national activities which were related to the end of winning the war on the foreign and home fronts. The contribution of the Young Women's Christian Associations to this national goal was naturally a matter of public interest, but where and how that contribution was made were matters on which the public showed preferences very early in the war. For example, at first editors and writers showed a keen appetite for news about the fate of the

white-collar workers, but after 1942 that interest ebbed. On the other hand, there was continuous interest in the Foreign Division and the movements of its staff, the return of internees from Japanese internment camps, the work of the World Emergency and War Victims Fund in England, Newfoundland, the Middle East and China, the problem of the Japanese American, the plight of all refugees, etc.

A second main line of uninterrupted public interest was the work of Young Women's Christian Associations in this country•among women in war industry; this work was splendidly dramatized by a national Committee on Women Workers at a hearing on "The Role of Women in the War Effort" at the Hotel Roosevelt, New York, September 1942. A third popular topic was Girls and the War. Early in 1942, the newspapers wanted data on what the girls were doing at home, in hospitals, etc. Late that year juvenile delinquency began to rise. There followed a flood of stories—in newspapers, in magazines and on the radio—of the Young Women's Christian Associations' efforts to combat the evil in various ways, including the teenage canteens. This interest was carried over into the movies. At least six national magazines, as well as minor publications, printed Young Women's Christian Association material on this subject during this period (1942-1944).

The coverage of the magazine field is a new job undertaken by the Public Relations Committee since 1940. A new staff member was appointed in 1942 with this as her major responsibility. Although a full-time radio professional is needed on the staff, at present the coverage of that important modern publicity medium is done intermittently by a professional worker on an honorarium basis.

In 1945 the postponement of the YWCA national convention, the April "stay-at-home" meetings and the end of the war, changed the picture for the public relations office, as the picture changed for the nation. Decentralization replaced the centralization of the war days in the national economy and in the work of the YWCA. The local Associations are demanding more and more service from the national public relations office.

By means of a check sheet of suggestions, the public relations staff found out in 1945 what the Associations wanted specifically. This included two stories on each member of the traveling national staff and National Board—one which announced her arrival and gave biographical data and a second which took the form of an interview on points she was willing to discuss about the YWCA national and international work—in the press or on the air. The Associations also wanted a calendar of events in the YWCA year, with appropriate stories and photos on each event. They wanted radio scripts and a radio primer of the type already supplied on newspaper and magazine

publicity. They also wanted exhibits relating local work to the national and international scope of the organization.

Only a beginning has been made on the service which the Associations could absorb from the national public relations office. For example, judging by the use already made of the first few numbers, the *Fact Sheet* could well become a monthly instead of an intermittent publication. More traveling should be done by the public relations staff members, and more good photographs should be made available to the field.

Department of Data and Trends

THE Department for the Analysis and Interpretation of Data and Trends came into existence six months after the 1940 Convention and has, therefore, been in operation five and a half years. Although the Department as a structural unit represented an innovation in the work of the National Board, several strands of its function had been carried previously under different organizational setups. The Board's action in creating the new unit was based on the desire to provide in some centralized way for a continuous process of fact gathering and analysis related to the full range of Association life. In addition, the Department personnel were to study trends in the social scene in which the Association operates, and interpret them in such a way as to give guidance in the development of the national movement.

Since the Department's charter had to be considered in terms appropriate for a staff of two to four, certain basic elements were selected for major emphases. The first emphasis provides for the securing on regular schedule of statistical and descriptive data which give the picture of the Association movement in current terms: the make-up of the membership, constituency and leadership; the developments in administration, policies and program. It further analyzes and interprets the material so that learnings from it may be readily available. A second emphasis provides for a limited number of special studies in which areas of Association life are scrutinized, and findings pointed up to indicate recommended lines of action. Although study of the social scene is demonstrably piecemeal and opportunistic in the operation of national services as a whole, the Department of Data and Trends has been too limited in number of personnel to discharge its responsibility adequately in this area. It has had to be satisfied with such a minimum plan of study as was essential for understanding trends in the Association.

The motivating drive in the Department has been the conviction that the YWCA as a national organization is too large and important to operate on a basis of impressions drawn from a partial view of the field. In these first five and a half years some progress is evident in an increased respect for factual

information; but consideration in a more fundamental way of what the facts reveal is still to be attained. The Department is convinced that if, for instance, the annual statistics on the constituency were genuinely pondered, they would change our ideas of the present role of the YWCA, startle us with a record of the points at which we are off balance, challenge the truth of some of our most often repeated statements about ourselves, and in practical terms work a revolution in local programs and national services. The corrective is available. The query is: Have we the will and the wit to use it?

The special studies, while serving in general the same purposes as the regular fact-gathering processes, have additional values. Perhaps their greatest merit is that they focus attention on certain areas, and institute a process of local self-examination which leads in turn to forward steps in a variety of forms.

In this first period of its history, the Department of Data and Trends has carried through from inception to presentation to the Convention the Study of Interracial Practices in Community YWCA's. This effort has involved the actual study which was made by an interracial team of two staff members and directed by a special committee; and also the follow-up of the study through various stages of local self-analysis and reporting. Roughly, three-fourths of the community Associations have made some contribution of study and action to this process; and evidences of advance in interracial practices have been marked during the period.

Two other studies authorized by the 1940 Convention — the Study of Junior Membership and of Health Education Administrative Practices — involved research which was carried by the Department. Similarly, blocks of time have been devoted to the research aspects of the special effort directed toward the fourteen "Big City" Associations.

The continuous study of YWCA data and trends envisaged in the Department's charter has been a more important element in the work load of the staff than could have been foreseen. The Department began its work as the defense effort was gaining force, and has been confronted with the unprecedented period of change that World War II brought about. During this period a sustained effort has been made to analyze and make available data regarding local situations and the Associations' adaptations to new needs. The sources of material on which it has relied have included correspondence, reports of local visits, the minutes of national and regional meetings, the reports of conferences, and the material accrued by the efforts of the Department in the form of reports and questionnaires.

Continuous elements in the work load have been the processes related to the Annual Statistical Reports and the semiannual questionnaires which were substituted in 1942 for the Annual Descriptive Reports, to provide for more frequent and specific accounts of local developments. The interpreta-

tion of this material has been conveyed to the field through a yearly release, *Figures Talk Back,* frequent articles in *The Woman's Press* and *The Bookshelf,* the "Tally Sheet", distributed to the National Board and staff, and oral presentations to seven regional conferences, two meetings of national leadership, two Leadership Workshops, and two meetings of the National Board. One member of the staff who carries responsibility for advisory service to Associations on records and reports has made twenty-five local visits; and the executive has made twenty-two local visits. The Interracial Study involved visits to nine Associations.

With the end of the war, Associations again face a period of drastic change, with the prospect that the changes will be more than temporary. Associations will, in fact, be determining their course for the next period of their history. For the Department of Data and Trends this involves an increased responsibility for noting and giving information about developments as they occur. It means a progressive reshaping of the Annual Statistical Report to conform more closely to new ways of work. It seems likely to necessitate studies of program and policy in areas where the war has produced major changes. It calls, most of all, for an increased stress by the Department on the factual information available in its offices and an increased urgency that the program of the future be strongly based on the actualities of the present.

Committee for National Interpretation and Support

DURING the years since 1940 the annual contribution requirement of the National Board has been secured from the same sources as in former years, by a plan of work adopted in 1934 and approved by succeeding conventions. These sources are: appropriations from budgets of Associations, both community and student; gifts of Association members and groups; direct gifts from individuals; and grants from foundations. The methods include a quota plan for community Associations by which the amount to be included in the Association budget is determined, and by which, in the case of the larger cities, an amount to be raised in membership gifts and an amount to be secured from individuals in the community are assigned; a quota plan for student Associations; a plan by which registered YWCA's share the dues of their members with the National Board. An analysis of the amounts secured from the different sources in the past five years will serve to point up trends in giving and to indicate where greater emphasis should be put.

1. Contributions from Community Associations

The number of community Associations contributing to the National Board increased from 387 in 1940 to 408 in 1944. Amounts contributed by community Associations for the five years are as follows:

1940	$178,978
1941	185,029
1942	196,847
1943	224,701
1944	251,277

The giving of community Associations through budgeted appropriations is, in part, a matter of relationships with local Community Chests. Eighty-one per cent of the community Associations secure their support through Community Chests, and most of the Chests are willing to include in budgets of member agencies appropriations to their respective national agencies. Of greater importance at the moment than the attitude of the individual Chest toward national quotas is the growing conviction on the part of Community Chests and Councils nationally, and in some cases locally, that there should be national review of national agency budget for regular, as distinguished from war, programs. A Committee for Review of Income Procedures of National Organizations was formed, with the National Board as one of the cooperating agencies, but information submitted to this committee concerns the budget of the National Board, as for the other organizations, only for work in this country. This focusing of the attention of Community Chests on one part of the National Board program as the only part which the Chests are asked to support through local Association quotas, makes it more important than ever that membership support be increased, and that more individual contributors be secured in order to insure an adequate foreign budget.

2. Giving of Community Association Members and Groups

Increased emphasis on interpretation of membership responsibility for the national and world work in an effort to secure financial support has shown good results. The number of Associations taking responsibility for securing gifts from individual members and from groups has increased from 189 in 1940 to 290 in 1944, and the amount of money coming from this source has shown a corresponding increase from $29,681 in 1940 to $78,478 in 1944. Most of this money comes through world fellowship efforts, and is designated for the National Board's foreign program, including its share of the World's YWCA budget.

A fairly small but significant trend in the direction of assumption of more responsibility by the Association membership for the budget of the National

Board, for work in this country, as distinguished from the budget for foreign work, is the effort of the Business and Professional Council, the Industrial Council and the Student Council, to meet more nearly the cost of their national programs by council and conference gifts and by gifts from individual members of community Association clubs and of student Associations.

Related to the general question of membership support is the proposed plan for sharing of local membership fees with the national organization. Voluntary giving of members results from the interest of the individual members, while the fee-sharing plan spreads the weight of support among all Associations and all members. A few community Associations have been experimenting with this plan for the past two years. The question of the future of the plan will be discussed in Convention.

3. Contributions from Student Associations and Regional Councils

Student Associations contribute through budgeted appropriations as do community Associations. The complex organization of the National Student Council, by which some of the Council units have operated through a regional setup jointly with the YMCA, has had a definite effect on the amount of money coming to the National Board from student sources. The necessity to maintain regional offices in five of the eight regions resulted in freezing Association contributions to the National Board from those regions.

Reorganization of the National Intercollegiate Christian Council, the joint council of the student YWCA and student YMCA, begun late in 1943, has resulted in increased support for the National Board from this source.

4. Contributions from Individuals

In 1940, 3294 individuals made direct gifts to the National Board in amounts from $1 to $9,900. In 1944, 4819 gifts from $1 to $9,000 were received. An analysis of these gifts shows that by far the greater number are in the lower brackets. In 1940, 92 per cent of the contributions received were for less than $100, and in 1944 this percentage had increased to 94.

This constantly steady increase in the number of small gifts is a healthy trend and promises well for the future, but there are problems inherent in this type of support. Experience has proved that year by year about one-third of the givers fail to renew their gifts, and that, generally speaking, this failure to renew is noticeable in the smaller gifts. One attempt to minimize the individual effort required to secure small contributions and to help insure continuity of giving is the National YWCA Associate plan, established in 1933. This plan has been encouragingly successful, the National Associates, who pay an annual fee of $10, numbering 1151 in 1944.

5. Grants from Foundations

Foundations are a potential source of support for the National Board, but until it is possible for one member of the staff to give the major part of

her time to this work, the results will continue to be small.

Foundations organized to finance directly or indirectly work of a specific nature will give almost exclusively to short-time projects, clearly differentiated from the regular program of the National Board. Grants of this nature serve to set forward the concerns of the National Board in the field of the project supported, although they do not help the current budget for the regular program.

Foundations organized as a method of individual or family giving present few problems that are different from the securing of gifts from individuals. However, compared with the gifts of individuals, contributions from such foundations often have the added value of permanence, since the gift does not cease at the death of the individual who established the foundation.

During the war years, with the emphasis both locally and nationally on collective financing, there has been inevitable confusion for the National Board arising from the necessity to finance its program from different sources. This project method of financing has, however, made it possible for the National Board to extend its work into many new areas in the foreign field and into hitherto untouched communities in this country.

Along with wartime controls have come also great opportunities for service and as we go into the postwar period, the problem the Committee for National Interpretation and Support faces is how to tap for a normal peacetime program the sources that provided support so generously for the war emergency. The way will probably be found here, as in program areas, in cooperation with other organizations and by experimenting with new methods.

Supplementary Budgets

United Service Organizations Division—1941-1946

THE National Board of the YWCA in the fall of 1940 was one of the original groups which considered the necessity for some type of joint interagency work in connection with what was then called the war emergency. At that time, the United States was not at war, although the Selective Service Act had been passed. The main focus of the work as planned at that time was in regard to services to be offered to inductees. The agencies which were working together were fully aware of the needs which would occur for men in military service. Later, there was some recognition of the validity of work with war production workers. It was difficult, however, in the beginning for most of the member agencies of the USO to see work with women as a primary purpose.

The National Board, however, insisted that in any military effort women were involved. Some of the ways in which women would be directly affected

were listed even as early as the fall of 1940. These included, in addition to the volunteers for work in the clubs, other women such as civilian employees in the camps, wives and families of men in the armed service and, of course, the war workers themselves. Later, the new grouping of women in military service was added. It is important to remember that at no time did the National Board limit itself to women only, although it recognized this group as a primary importance, nor did the National Board indicate that any one category of constituency would take precedence over another.

From the very beginning the committees delegated by the National Board to develop the work in relation to the USO had in mind the following general guides:

1. The importance of bearing in mind the needs of women in connection with the military program as a primary importance to the YWCA but not their only constituency;
2. The necessity of seeing that all aspects of the new cooperative relationship with the other five member agencies of the USO would conform to the general policies and principles of the YWCA.

The committee planning for the first staff of the USO Division laid down the principle that, in so far as was possible, the headquarters and regional supervisory staff should be experienced YWCA secretaries; that in so far as it was possible to do so, without weakening the professional leadership of local Associations, experienced YWCA staff should be obtained for the local clubs. Within six months, however, it was found increasingly necessary to recruit trained professional staff from fields of work other than the YWCA.

There was recognition also that the emergency program not only would make possible but would demand experimentation in ways of work, and that such experimentation was valid and desirable.

In the training plans for staff on location, from the very beginning provision was made for induction into YWCA philosophy and policies. This was done, recognizing that, when the war effort was terminated, it should be possible to recruit new professional leadership for the ongoing work of the YWCA from the USO professional workers.

The original plans of the National Board for its part in the USO work were predicated on experienced staff and money for program, rather than on the operation of buildings. It is significant that in the original plans the National Board proposed that it operate only two of the federal buildings, and those in war-impacted areas.

The National Board also planned to work with representatives of other agencies in drawing up plans whereby the buildings would provide a limited

amount of separate rooms and space for the use of staff and program. In the first year, facilities of thirty-four YWCA's were used.

After the United States declared war, and military preparations were speeded up and enlarged, new elements were introduced into the situation. The expectancy of the American public for closer cooperation between the agencies in the USO than had been true of the agencies in the last war, resulted in many modifications of the original plans. The services of several USO agencies were often consolidated in one building which was operated jointly, rather than maintaining in a community several similar independent facilities. Since the National Board had not originally requested that it be considered for the operation of large federal buildings, it was at a disadvantage and soon found that its status tended to be that of one of the participating agencies centering on program, but with limited voice in the actual direction and operation of the building.

From 1941 to the present date, 35 to 50 per cent of all the designations of the National Board have been in joint agency operations where our agency was the participating and not the directing agency.

It is doubtful that anyone — either in the agencies or in the FSA itself — conceived, in the beginning, of so extensive a program as the USO has since become. From June 1941 when the first club to be operated by the National Board was opened in Alexandria, Louisiana, until December 1, 1945, the YWCA has been responsible for a total of approximately 350 different designations in probably 200 different communities in the USO. The largest number of designations carried by the National Board in any one month was in October 1943 when it was responsible for 251 designations in 198 different communities. The professional staff in the local clubs required for this number of designations was 362. One-fifth of the designations were for Negro work and one-sixth of the staff were Negro.

At the same period, community YWCA's were in 74 of the 198 communities. The 53 Negro clubs operated by the USO Division at that time were divided as follows: 14 in communities where there were Negro YWCA branches; 14 in communities where there were YWCA's but no branches; 25 in communities which had no form of YWCA organization.

From the beginning of the overseas work of the USO the National Board has recommended experienced staff. At the present time, the YWCA has 40 staff in the overseas work located in the following areas: Alaska, Hawaii, Newfoundland, Panama area, South America, the Caribbean area and the Philippines. Over half of the 40 workers are located in the Hawaiian Islands.

The program offered in the USO has at all times been controlled by two sets of factors: first, the elements in programing which the six agencies agreed upon as a common basis; and second, the types of programing which have grown primarily from the YWCA's own emphases.

Mass recreation activities have accounted for the largest proportion of constituency. At the same time there has been a steady growth in the small informal groups which the YWCA has sought to promote. Early in its work the USO Division recognized that the relative merits of the two ways of work was not mass versus small groups, but rather that small group activities and leadership development by means of them could be carried on in connection with the larger mass activities.

The USO Division has maintained on its staff a special consultant in the area of marriage, family and personal relations. Inasmuch as only a few of the other member agencies were interested in promoting this phase of work, according to the National Board's general emphases, considerable attention has been given to making printed material available; setting up and assisting with special local projects; work in training courses in order that local staff might know how to use local resources for individual counseling and for small discussion groups.

There have been great demands for individual services—baths, shaving equipment, room registry, laundry rooms and the countless small personal considerations such as: using the club for a marriage, securing the minister, and rounding up a small group of volunteers as witnesses and guests. A whole history could be written on the types of services which have been requested and offered.

In certain congested areas, emergency housing for women and children has been supplied as a part of the USO operation.

Great emphasis has been put on such leisure-time activities as arts and crafts; attractive material has stimulated general interest in citizenship, education and social responsibility. Well-selected books have been placed in the club libraries, and rooms have been provided where the great recorded music of the world can be listened to in quiet.

In the experimentation which the USO program has required, these features were early demonstrated as important: the informal setting, the friendly lobby, the use of the workrooms where clay for modeling, musical instruments, paints, sketching materials, etc., were readily available to be picked up and used without checking through staff.

Copies of program materials and pamphlets have been made available during the past five years by the USO Division to all local YWCA's.

A large proportion of the USO work of the National Board has been carried on in its "decentralized program". The recreation facilities in large housing projects for either military or war production workers have been used. This decentralized program has been used where transportation made it simpler to bring the program to the users, than to bring the constituency to a downtown building. Many of the housing projects will remain as permanent parts of the postwar communities. Countless cities and towns

across the entire United States have violently expanded during the war period and will never entirely retract. Therefore the USO experience would indicate that the regular YWCA's will need to consider carefully what should be their responsibility in the next few years in developing decentralized work. If the Association leadership has been building-centered in its thinking, planning and budgeting, decentralized programing will require some drastic changes.

The National Board, in line with its general philosophy of work, has been interested in the use of volunteers. The USO as a whole has recognized the invaluable service of volunteers and from the early years has provided training for the various types of workers. In the operations in which the YWCA has had professional staff, around 115,000 different volunteers have been serving monthly. Interestingly enough, only about 8,000 of that group were serving on councils and committees; the balance were acting as junior and senior hostesses, service volunteers, clerical aides, etc.

For over two years, the YWCA has maintained a professional staff in the local clubs of approximately 345 persons. In these five years of USO work it has required 822 different professional workers in order to maintain the average staff requirements of 300 to 350 workers. A large percentage of the USO Division staff have been on the staff for two or more years. Recent estimates of the USO Division personnel staff indicate that only 21 per cent of the 822 different professional workers had had previous YWCA experience.

The USO Division Committee and the National Board as a whole are interested in the 79 per cent of USO personnel staff without previous YWCA experience who may furnish a potential field for future YWCA professional workers. The USO personnel work is integrated with that of the Leadership Services Department of the National Board and its Personnel Bureau. As USO work is terminated, there are consultations about the suitability of USO staff for local positions. In the fall of 1945 intensive work was done in connection with the Staff Institutes in Personnel Counseling on future work, and every effort is made to interpret attractively the YWCA as a field for continued work. The following are some of the questions which are inevitably raised:

Is the average local YWCA program flexible, or is it rigidly departmentalized?

In local YWCA's, do all staff, even though they may carry special functions, actually plan and work together, or do they tend to run in parallel groups with little knowledge of one another's work?

What is the average local YWCA attitude toward experimentation in types of programing?

What do local YWCA's do with large groups of women and girls who at this time are not interested in departments and clubs?

What is the local YWCA's attitude toward work with men?

How much direct access do staff in a local YWCA have to other groups in the communities, and how cooperatively do they work on common and supplementary programs?

The USO program was immediately affected by V-J Day. War production work will practically all be terminated by December 31, 1945. The National Board has been carrying about one-fifth of its total designations as war production work, and another one-fifth as mixed military and war production. All the war production workers clubs will be terminated, and probably ten or twelve of the mixed military and war workers clubs.

Soon after January 1, 1946, the work of the USO will be with a military constituency, the largest percentage of which will continue to be men. Undoubtedly there will be a greater move toward joint operations in the larger centers. At the same time there will be a trend in small clubs requiring only one or two professional staff to have only one of the six agencies present, depending upon that agency to serve the program interests of the other five agencies.

The National Board has decided to remain in the USO as long as it continues, even though the primary work will be military; the very reasons for its entrance into USO work will still hold. The basis for National Board participation and for accepting designations was formulated in the first months of the USO enterprise and formally approved by the National Board on May 5, 1943 as follows:

"Experience in this country and abroad, not only in past wars but also in the present one, has convinced the National Board of the YWCA that it is not the type of community — military or industrial — nor is it the number of men or the number of women present that indicate whether or not its services and program are needed. The determining factor is, rather, whether or not there is or will be in any given community a problem affecting women and girls, which must be met if they are to make their best contribution to the war life."*

In the months ahead in communities where there are USO's and local YWCA's there should be continuing cooperation in such efforts as: securing senior hostesses for USO activities; program for hospitalized veterans; assisting with the discharged veterans to the end that they may be more quickly assimilated into civilian life; aiding in postwar planning for the community which would take into account learnings from the USO and would provide a greater degree of genuine interagency participation.

* From *Participation by the National Board YWCA in the USO.*

As the National Board faces the termination of its USO work at some future date, it is starting now to plan for the conservation of learnings and leadership. The USO personnel staff are a part of the National Board Leadership Services Department and are working closely with the Personnel Bureau in securing new YWCA professional workers from the USO rolls.

In addition, the National Board is putting on its regular staff a limited number of workers who have had USO experience. Professional training has been recognized from the first as one of the areas of work where it is important to conserve the learnings of the USO. USO staff have served on the faculty at Ferry Hall and other training projects. The National Board has had one director of training giving half time to the Department of Study and half time to the USO Division. The same provision has been made to date for the conservation of volunteer learnings through the employment by the National Board, half time in the Leadership Services Department and half time in the USO Division, of a staff member to concentrate on work with volunteers.

In 1942 and again in 1945 conferences have been held in all sections of the country, composed of YWCA and USO leadership from those clubs where the National Board has had designations.

The experience of the USO Division indicates the importance of the Association's rethinking its use of program and service volunteers, especially in relation to the need for expansion in local Associations into many new fields of work.

Definite plans are under way to make possible the conservation and assimilation of constituencies in the USO for YWCA's where this is feasible. In 1944 three conferences were held for war production workers staff in the USO and local YWCA staff whose constituency were employed women. These conferences provided greater understanding of each other's work, the sharing of common techniques and an exchange of program experience.

At the present moment, when the USO is terminating a club and there is the possibility that local YWCA's will work on the assimilation of the constituency, the staff frequently remains for a period of weeks or months after the closing of the building to work with the local YWCA on this assimilation. The program staff of the USO Division, the business and industrial, the administrative affairs and the War-Community Service staffs are working now with certain selected Associations on ways and means of conserving USO experience.

Eighty different USO operations, where the National Board has participated, have indicated their interest in some form of continuing YWCA work after the closing of the USO club. The USO Division staff are assisting in the work with these eighty clubs to determine how many of them have sufficient vitality to work further toward the establishment of a YWCA.

Between twenty-five and thirty-five of these groups are now in the exploratory stage of new organization. From ten to fifteen of the eighty are well on the way to becoming a YWCA. Many other communities are interested in branch organization.

The National Board through its USO Division has had from the beginning a real belief in the postwar results of the work of the USO. Born as it was from war necessity, pressured by demands for the speed of the military program, the cooperative work of the six member agencies has nevertheless stimulated countless communities to hope for some type of continuing social welfare organization. Over 6,000 American communities have had USO organized groups, committees and councils. They have experienced for the first time the exhilaration of groups working together in a common enterprise and have seen what can be accomplished by it. The "administrative volunteer" meetings of the USO and the YWCA this year have in every case attested to this concern of establishing permanent service in communities which have not had it heretofore; in communities which have had social services there is concern to bring about a closer and more effective cooperation. The challenge of the next ten years to the YWCA's of the United States from their USO cooperation lies in whether or not we are to profit by these new experimentations in the USO:

Shall we be able to use new leadership, professional and volunteer?

Will we foster and develop the joint planning and real cooperation of all community agencies in their community services?

World Emergency and War Victims Fund—1937-1946

THE World Emergency and War Victims Fund had its beginning in 1937 when the first "war emergency" gift was sent to China. Gifts to Czechoslovakia were added in 1938. In the autumn of 1939, requests from Europe began to come in sufficient volume to require consideration by the National Board, which authorized a fund to help meet such emergency needs. In 1941 the Emergency Fund enlarged its scope to include China, the Netherlands East Indies and our Committee on Refugees. Later in the year the war services of the British YWCA in the Middle East and the war emergency needs of the World's YWCA were added.

During 1942 the fund was almost overwhelmed by appeals for continuing aid in increasing amounts to Great Britain, China, the Middle East and to special services in Europe of the World's YWCA. New areas asking for help were Newfoundland, Brazil, Turkey, Lebanon and Syria, and India. The entire course of the war is reflected in the projects authorized in these and succeeding years, as new areas of need were included, as areas once

aided were cut off by military operations and by enemy occupation, as liberation brought these countries once again within the field of our work.

The needs have always been far greater than resources to meet them. Nevertheless, since the first gift to China in 1937 to the end of 1945, a total expenditure of $2,019,052.02* has been made from the budget of the World Emergency Fund, including $398,300 from the British War Relief Society, most of which was contributed directly to the National YWCA of Great Britain.

The World Emergency program was financed through 1941 largely by gifts received from individual contributors, local Associations and constituency groups. However, in June 1940 the program was included in a list of eight interdenominational Christian agencies endorsed by the Committee on Foreign Relief Appeals in the Churches, appointed by the Federal Council of Churches of Christ in America and the Foreign Missions Conference of North America.

In the summer of 1942 the National Budget Committee for War Appeals endorsed the war service of the YWCA overseas to the extent of $300,000 and the service to war victims in this country, to the extent of $50,000 for recommendation to local war chests. Service to war victims in the United States included refugees, Japanese evacuees and interned enemy alien women.

In the autumn of 1942 registration of the fund with the President's War Relief Control Board was completed, and the registration number D-12 was assigned.

In January 1943, the National War Fund, in reality a national chest, was organized and included automatically all the funds which had been endorsed by the National Budget Committee for War Appeals. The relation of the World Emergency Fund to the National War Fund was defined as that of a participating service.

The policy of the National War Fund made it necessary to divide the work of the World Emergency and War Victims Fund into two separate programs, one supported by the National War Fund and the other presented to the Church Committee on Overseas Relief and Reconstruction, the name "YWCA World Emergency Fund" being used to designate the Church fund. These two programs, while similar, differed in emphasis and in their primary considerations.

The National War Fund supports projects which help the YWCA in the United States to discharge its responsibility to the women of the United Nations—a responsibility which rests on the Association because of its experience, its resources and its international relationships.

---

*Figure based on estimate of expenses for December 1945.

The Church Committee on Overseas Relief and Reconstruction recommends to the Denominational Boards a program which carries forward the characteristic Christian function of the YWCA as an instrument to help the church women of other countries meet their responsibility for those who suffer, toil and struggle in this war, helping them to maintain a strong "Christian front" and provide, especially for the young, spiritual as well as material relief.

On October 1, 1945, the World Emergency and War Victims Fund entered what will probably be the last year of its work. The National War Fund authorized a budget of $350,000 for the first six months of this period and tentatively approved the same amount for the six months ending September 30, 1946. It is probable that a final allocation will carry the work to December 31, 1946.

The Emergency Fund program, once it is authorized and financed, is administered by the Foreign Division, and everything accomplished during the current year will bear an important relation to this Division's postwar program.

Some of the services, such as those organized for nurses and other women in the uniform of the United Nations are being discontinued, and each month sees work for service women transformed into work for civilian war sufferers and for uprooted people, during or after repatriation.

Within the last twelve months Association members in the United States have been given the opportunity of making personal gifts of material aid to fellow members of the YWCA in Belgium, Italy, the Philippines, Holland and Czechoslovakia. A conservative estimate of the value of these gifts in 1945 would be $30,000.

In 1945-46, Emergency Fund aid is reaching the following countries: Lebanon-Syria, Turkey, Greece, Brazil, Newfoundland, India-Burma, the Philippines, Southeast Asia, China, France, Belgium, Czechoslovakia, Holland, Italy, Germany, Switzerland, Spain, Roumania and Norway.

The World Emergency Fund had its origin in efforts to relieve the suffering of war victims. It will end its work with most, if not all, of its allocations going to such services. Indeed, it is more than clear that the uprooting, the deprivations, the material destruction and the moral and spiritual distress directly due to the war will continue to call for the help of the YWCA for many years to come.

American War-Community Services—1943-1946

The AWCS came into being a little over two years ago. Each of its member agencies had a war project which had been approved by the President's

War Relief Control Board. The primary object of each agency was to give temporary assistance through the specialized services of its experienced staff to communities seriously affected by the shifts in war production during the war, and for the period of reconversion immediately following. From the beginning, its unique principle has been that it provides national staff to go into a community and work for short periods *in partnership with local leaders in meeting a national problem as evidenced in that community.*

Local communities, especially members of local chests, councils and agencies, were sharply aware of the need to find some way to release more fully the skills and experience of national agencies and focus them on local needs that had been accentuated by the war. They wanted national agencies to break certain bottlenecks and to coordinate their skills and services, cutting across such specialized fields as family and child welfare, nursing care, recreation, nationality and race relations. Local leaders had seen demonstrated every day the values of joint planning and coordination between their local agencies; they felt that the same kind of planning would be equally effective between national agencies. They recognized that the methods and techniques that would be developed during a war period would probably prove even more useful during the reconversion and postwar period.

The list of projects is a long one, including 179 communities in 36 states and when the news of the atom bomb flashed on the world we felt a special thrill in knowing that, in Eastern Tennessee within Oak Ridge and the small towns where 78,000 war workers were concentrated, AWCS, through two of its agencies, had been on the job.

What have been some outstanding values in the AWCS program up to now?

Foremost has been the central place given to the joint planning process. This "planning habit", it would seem, cannot fail to carry over into the regular long-term program of national agencies. If planning has proved its worth in the heat and stress of war conditions; if agency programs can be modified, adapted, kept flexible to meet new situations; if cooperation between these agencies really has worked in wartime, why could it not work in peacetime, too? The answer seems obvious.

A Service Cooperation Committee has been an important device for sharing information and plans among these six agencies. This committee is made up of the directors of the AWCS projects of the six agencies, and meets regularly twice a month. This year five consultant members have been included: Community Chests and Councils, Inc., the Office of Community War Services (FSA), the National CIO War Relief, and the AFL's Labor League for Human Rights and the National Welfare Assembly.* Provision has recently been made for representatives of other national agencies,

*This is the name of the reorganized National Social Work Council.

if they so desire, to participate in meetings concerned with planning for specific projects in communities where such agencies are actively at work, or where the situation calls for their particular skills. This committee has brought essential counsel and breadth of information to the total AWCS project.

The AWCS experiment is not yet completed. It will be successfully completed only when we have found ways to relate more closely the planning and coordination that have been in practice in local communities for many years, with the planning and coordination experience to date between national agencies. This is the special emphasis for the current year through the joint planning that is being carried by the six agencies nationally and locally in three widely differing communities. The results of these jointly planned community projects should make a rich and significant addition to the experience of social agencies in demonstrating more effective and economic services through better planning not only between the national agencies but also between national and local leadership in relation to community problems.

Within the National Board of the YWCA itself, the AWCS funds have made possible the addition of ten YWCA-WCS staff working through the Community Division. These WCS staff have worked in thirty-six communities, five of which are state-wide, since the beginning of the project in September 1943. All thirty-six communities were those affected by the shift in war production. Staff assignments have ranged from three weeks to fourteen months, the average being four months. Less than one-third of the assignments have been in developing new YWCA's. Over two-thirds of the work of the staff has been in communities assisting the YWCA leadership in reorganizing or expanding existing program to meet increased demands. Techniques and learnings developed during this period in having national leadership assume active and responsible partnership with the local leadership in these communities should be useful to the National Board in its continuing program.

The war is over, but it has left in its wake war communities which are not finding peace easy to face. The job ahead is to meet the special problems of reconversion in a way that will build soundly for the local, national and world community of the future. The successful results so far will, if the work is continued, become a permanent deposit of experience, to be evaluated and used where needed, not only by the six member agencies of AWCS, but by other groups of national agencies, which are now experimenting with cooperative planning as, in this fluid period, through the National Social Welfare Assembly, they shape their permanent peacetime program.

Special Project on New Organization in Communities

In September 1945, the National Board of the YWCA authorized a $60,000 budget for a period of three years, to staff a project on New Organization in Communities where the YWCA war services are terminating and where there is reason to believe that there is evidence of some continuing need for a YWCA. Most of the work will be in relation to smaller towns and rural sections of the country. The budget will be administered by a committee within the Division of Community YWCA's. The work of the committee began in November, with the assembling of five full-time and several part-time staff to begin active work in organizing YWCA's in January 1946.

There has been increasing interest in communities where at present there are no YWCA's, for some type of continuing postwar organization. The speed and pressure has increased since V-J Day, with the termination of practically all the USO operations for war production workers. This, coming at the very period when already established YWCA's are facing major reorganization and expansion problems, poses trying questions of priorities. Requests from Negro members of USO groups for organizing YWCA's, or for a more adequate provision of program and facilities in communities where there are already existing YWCA's, are urgent, and merit immediate attention.

Cooperation with the YMCA has been speeded up, because there are urges for postwar organization in smaller communities where it is impossible to support two separate organizations in two buildings.

This special project will have a major organization job which will draw heavily on the full experience of the National Board, through both its regular and wartime staffs. The YWCA's which result from the work of this project in their development in the next few years will contribute significantly to shaping the future of the Young Women's Christian Associations in the new community developments that are coming into being across the country.

List of Affiliations Since 1940

1941	
February 19	University of Miami, Oxford, Ohio
May 7	Nebraska District, Nebraska
December 3	Wayne University, Detroit, Michigan
	Johnson C. Smith University, Charlotte, North Carolina
1942	
May 6	Ashland Junior College, Ashland, Kentucky
October 7	Re-affiliation of Mitchell, South Dakota

1944	
January 5	Affiliation of Roanoke College, Salem, Virginia
March 1	Affiliation of Amarillo, Amarillo, Texas
June 7	Fayetteville, North Carolina, State Teachers College; Fort Valley, Georgia, State College—Disaffiliation of Hernando County, Florida, Turtle Creek and Wilmerding, Pennsylvania
December 6	Baton Rouge, Louisiana
1945	
March 7	Vallejo, California
May 23	Richmond, California
October 3	Eugene, Oregon; Waterbury, Connecticut; and re-affiliation of Newburyport, Massachusetts
October	Dissolution of Monterey Bay District, California Dissolution of Southwestern Idaho District, Idaho

II. Material for Convention Hearings

NOTE: For each subject below, there will be a hearing. These hearings will be the sources of directives to be proposed (a) for consideration and action in all-convention sessions, or (b) for the later guidance of the work of the National Board. The material that follows suggests data and criteria to be considered in preparing for the hearings and in the hearings themselves.

The results of the hearings will be reported to the Convention Committee, which will pass on to the Convention or to the National Board all proposals arising out of the hearings.

The hearings will be scheduled in two periods: Monday, March 4, 3:45-5:30 p.m., and Tuesday, March 5, 3:45-5:30 p.m. These hearings will be parallel within each period, so that delegates will have to choose which one they will attend. For effective work in the hearings, it is hoped that delegates will choose their hearings in each of these two periods in terms of their major experience in the work of the Association. Later, a card will be sent to the Associations so that delegates may register for these hearings before they come to Convention.

Even though the time is short, Associations will want to do as much preparation as possible. Please use the *Work Book* for March-April, 1945, as suggestive of ways of organizing discussions in committees and groups. It is hoped that an all-Association meeting can be held in each Association, prior to Convention, as an occasion for summarizing the experience and insight of each Association as it prepares its delegates for convention participation.

INTRODUCTION

WE are seeking directives for the crucial days to come. To find them we need to examine what in the past has been the essential nature of the Association and what have been the determining criteria for its make-up and program.

The Young Women's Christian Associations have been a woman's movement. As such, they have believed, and never more than at the present moment, that there is latent power in the hearts and minds and wills of women that can be and must be released for their own sakes and for the sake of the world. In the world's struggle for economic, social, political and religious freedom, women often bear a disproportionate share of the results of any system that controls life at any time. They, therefore, can, as they become aware of and give leadership to the struggle, make a significant contribution to its outcome. At the present time, our being a women's organization might be challenged by the figures of a million men and boys in the constituency. But they are in the Association in 1946 for the same reason that they were out of it in 1876. The Association has never done and does not now do work with men or boys. It does work with girls, which work now must include boys to be a rounded program. In earlier days such inclusion would have made the work less effective.

The Young Women's Christian Associations are also a Christian woman's movement. Their primary concern is to have their policy and program rooted in and determined by their purpose to realize in all aspects of life the principles of Jesus. As such a Christian woman's movement, the Associations are Protestant in approach and method, but they have been and are more than Protestant in membership. They are made up of people who have many theologies, creeds and expressions of religious life. The Associations cannot and should not be another Protestant denomination, but they also cannot be either non-Protestant or nonreligious. They must, rather, continue as they have always done, to lead individuals to membership in the churches or other religious groups, there to find necessary elements of religious experience. They emphasize the validity of the individual's particular form of religious expression and use it to contribute to the enrichment of the whole. Because we have Roman Catholic members for whom we cannot provide religious services, we should not, therefore, "water down" or fail to provide a vital religious program for those who can avail themselves of it.

In these days when the fate of mankind hangs in the balance, we are becoming more keenly aware that any solution to any problem, political, economic, social or personal, is at basis a religious one. We shall achieve in the area of world organization, economic planning, social development, only that which the moral conscience of mankind demands. That conscience must find its directives in the will of God or it is false to man's nature and destiny. Man's hunger for God is expressing itself in many forms of pseudo-religion, grasped at by mounting numbers of people. We can, therefore, no longer be unconcerned or ambiguous in our ethical and religious convictions and decisions. These convictions and decisions must grow out of our experience of life, but they must be tested in the light of what we can know of God's laws and will for men.

In late years we have given too little study to the records of man's past experience of God. We too often have no continuing experience within the Christian Church. We provide for ourselves as individuals and groups too little of the kind of daily discipline and renewal necessary for religious workmanship. We are often more clear as to our distinctive role and relationship to agencies of social work than to religious agencies.

Because we can have no Young Women's Christian Association theology or creed, we should not, therefore, fail to seek a more vital experience of God. Rather, our thinking should be enriched by the insights of the various theologies we represent. Because we have no Young Women's Christian Association ritual, we should not, therefore, fail to pray. Rather, we should make better use of all the forms of man's approach to God that our varieties of experience afford. We must have faith rooted in our convictions and

reinforced by our emotions in order to stand against the powers of darkness arrayed against us.

The Young Women's Christian Associations are likewise an international woman's Christian movement. They have from their beginnings included women of all the world in their prayer and plans, so that the horizon of any member in any local Association is that of an international fellowship. The Young Women's Christian Associations belong not only to the World's Young Women's Christian Association, but they are increasingly coming to realize that there can be no "home" or "foreign" program except as these words are necessary designations for budget or administration. What affects Chinese or Russian or German or Japanese women affects the women of the United States. We can work at no "foreign" problem within or without the Association that does not rest on the solution of our domestic ones. We are coming to realize that we may be in reality what we have prayed to become—One World.

Who Is the Young Women's Christian Association?

ONE of the most insistent questions in any community about which we all want direction is "Who is the Young Women's Christian Association?" "Whom should it include?" Our criteria have been inclusiveness, cross-sectionness. What do they mean for 1946?

It has been a principle of the Young Women's Christian Associations, almost from their beginnings in this country, that the local Associations should include in some continuing and increasingly responsible relationship representatives of all the kinds of women and girls who are living both on the campus and in the community. Because of pressures of various kinds in the community, we need to remind ourselves at this time of several things. First, we are not the kind of agency which is prepared to provide all the services which are needed in a community. Our task is, rather, to develop in women and girls of different groups, the quality of life we call Christian, and, very especially in this time, to demonstrate that all kinds of women and girls of different races, of different economic and social background, even with great difference in age, can nevertheless work together, united in a common Purpose. This aim is of high importance. It is easy to accept this principle in theory, and even to realize a sound ratio in one period, and by negligence or relaxation of effort to have the nature of the constituency change in a given Association. In the early days the constituency of the Young Women's Christian Associations was largely self-supporting young women. They have never ceased to be concerned for these women, whether they were in industry, business or the service occupations. It was, therefore, true to its historical concern that the Young Women's Christian

Association in 1941 insisted that the USO include service to war production workers. We are committed to re-examine our constituency to see whether it includes the right percentage of these women in proportion to the community census. However, as these self-supporting women marry while still young, we need to ask whether our inclusiveness takes account of or provides for the so-called "home women". Whether they continue to be employed after marriage or not, they all face the problems of the readjustment of family relationships that war marriages, war separations, war tensions and reconversion strains will entail.

Then we must fact the fact that, even if we are inclusive at the point of occupational groups of single or married women, the Young Women's Christian Associations will not be historically inclusive unless they include women of leisure in adequate numbers. We may need seriously to ask why in many communities we do not have more of the daughters of the former generation of volunteers. The ease with which the USO recruited large numbers of volunteers was in part due to the war situation. However, we need to ask whether the kind of service thousands of volunteers gave in the USO may not be needed in many Young Women's Christian Associations, and might not call out the same kind of volunteer interest. More people might come to Association buildings were there hostesses to introduce them and assist in their getting acquainted.

There is much evidence that we have for a considerable period of years been gradually shifting the areas in which we could claim a cross-section character. One of the reasons why many business and professional groups and industrial groups are so much alike today in the local scene is because neither group is getting a wide enough range of individuals. In the industrial group, the low-paid, often second-generation girls of limited experience and outlook are frequently missing. Likewise, the business and professional department seems to have lost not only the typist-clerk white-collar worker who does not find herself at home in the comparatively well-dressed, sophisticated business girls' group in the Association, but the young professional women and college girls who are going into business.

The problem of who the constituency should be, leads at once to the question: how do we need to change facilities and structure to gain the attention of or hold the interest of those whom we desire to recruit? One of the recurrent difficulties is fine buildings located in the center of the city. They can be a snare, for Associations sometimes equate filling the building with being a good Young Women's Christian Association; it may or may not be good under those circumstances. Generally speaking, it is the middle-of-the-road people who come in without effort on the part of the local Association, to take advantage of program and facilities, who make up the Young Women's Christian Associations. Only vigilance and struggle and

going out from the building into the community will bring a true cross section.

We need also to examine whether our *program emphases* offer individuals what they are interested in, whether they meet present needs of individuals and take into account the changing nature of those needs. The Young Women's Christian Associations historically have relied on indigenous leadership, whether in an American community or an overseas Association, rather than on a pattern program, in order to make use of the best of varied cultural patterns. There have never been pattern programs for ladies, for occupational groups, for health education, for any category or department of work. The Associations' concern has been to meet the needs of women, in whatever form those needs appeared at a given time.

Organized at the Civil War's end, when women were leaving home for the first time, they provided housing and food for those away from home, Bible classes for those away from home churches, gymnasiums for those who needed exercise, vocational classes for those who needed to learn skills. They were concerned with residences, food service, typewriters, sewing machines, teas, parties, classes. The USO, therefore, has not departed from, but has fulfilled the nature of the Young Women's Christian Associations when it has been concerned with housing, food, dances, material as well as intellectual and spiritual service. There has never been within the Associations a hierarchy among material, intellectual and spiritual services. The Associations seek, rather, to examine each of these program areas, to discover its relevance to the real needs of the individual to be served. When we consider including those not now represented in the constituency, or correcting the present ratio within it we need not only to find out why girls and women do not come, but what we would do if they did. If we have the youth we ought to serve, how much noise can the rest of the Association stand? What types of clothing can we allow in the building? If we should have some of the people who most need the Association and whom the Association most needs, what would they do to our current reputation in the community? This would apply both to the daughters of the rich and to those of the poor. If some of them came to the doors of the building, what would be said by the faces of those already inside?

There are always within any constituency of whatever composition, those who are relatively content with the conditions of life, or if not content, are more willing to accept what is than to seek for new forms of expression or organization. There are other souls who feel the urge to reconstruct the patterns of life to give fuller or more adequate expression to different areas of life, whether in the field of family relationships, work conditions, social organization, political controls, religious beliefs or forms of Association organization. The Associations have often pioneered in finding new

bottles for the new wine of experience. This has made of the Associations prophetic types of organizations. The new, however, cannot be held to be good only because it is new. It needs to be tested by whether it holds and matures that which it holds, or whether it gives the illusion of adequacy only to lose that which it contains.

We need to find better channels at both local and national levels for relating groups to each other and to specific social problems. In their past history the Young Women's Christian Associations have always insisted both on the development of the individual as an individual and on the need of the individual for group life and expression. The Young Men's and Young Women's Christian Associations can, with good reason, claim to have been the parents of group work. The relatively small, stable groups represented by cults of group work, with their emphasis on the development of leadership, are only possible among those whose conditions of life are relatively stable. We have now come to a period when it is necessary for us to give more thought to the way in which individuals may function in larger and more varied groups. Unless we discover how this can be done, group life may prove to be a fixation in the development of the individual. In many aspects of an individual's life she must be able to function in mass formation, with mass impact. Social causes need larger platforms and wider audiences than they have had in the past. We are hearing on all sides requests for more popular educational material. We are asked to put the good news in less technical and more popular terms.

If we are to have one world we must perforce make speed in enlarging the radius of the individual's relationships. Members of an organization must have experience transcending boundaries of the groups that make it up; citizens of a nation must have experience transcending boundaries of states and regions within the nation. If we are to have one world, the youth of that world will have to have international experience. It is of no small consequence that members of the three assemblies that meet within the convention were delegates to an international youth conference. Such youth groups cannot too quickly move the world beyond the moral conscience of their elders, but they can themselves be gaining the experience out of which a different conscience grows.

In addition, during this period when there are so many transient people, many do not yet sufficiently belong to any community to want to be grouped, nor do they sufficiently belong to any group to want to be labeled. Many of them still want the anonymity of the mass or of large groups where they do not have to assume any particular responsibility. Youth canteens and mass expressions of religion are reached out for by folk who are in transition psychologically, vocationally, geographically. We need to give more thought on what the present mass expressions of life mean to those

who make them up, and how we may provide for our constituency more fruitful mass experience. However, if we are concerned for this type of experience we must not forget the values to be found only in small groups. We must continue to provide for such groups even if they do not conform to all orthodox group standards.

Questions for Discussion

1. No Association will have all kinds of people in it. As you look at your community, what types of groups might you have that are not included? Where are these people now? Why? What would you have to do to include them?
2. What are the areas in your community where there is the greatest conflict in cultural and racial patterns? (Such patterns may be segregation, or smoking, minimum wages, or religion, etc.) What is your community doing about these conflicts? Whose job is it to create new patterns?
3. Which of these aspects of program modification could be dealt with primarily by local effort? Which involve national help? What kind of help?

Note: On Wednesday, March 6, there will be a workshop on groupings. A prerequisite for registration for this workshop is participation in the hearing "Who Is the YWCA?"

Leadership

ASSUMING that our common concern is the raising of the caliber of leadership of the YWCA, both volunteer and professional, to the level of the high purposes of the organization, the objective of these hearings on leadership is to discuss together the establishment of a national policy directed toward the stabilization of leadership, a policy which will place responsibility both on the National Board and on the local Associations. We have clear evidence that the dislocation of personnel constitutes at the present time one of the most serious threats to the ongoing life of the YWCA. Reports of the "April 14" and October meetings indicate that concern about leadership is widespread. What can we consciously and deliberately do together locally and nationally to meet this crisis? If there was one clear directive in the materials received from the April 14 Meetings, it was that any national and local planning in this area must be directed toward the development of common policies and consistent practices. Such a policy, including a clear statement of standards and practices national in scope, will strengthen our position as we line up with other national agencies in approaching well-qualified, new leadership.

I. For New Professional Workers

The most serious need for stabilization is in relation to professional workers in their first two years of employment. For this group the most important elements in a national policy are:

1. In recruiting, adherence to common standards of personal and professional qualifications required for work in the YWCA.
2. The development of common practice in the writing of job descriptions.
3. Opportunity for attendance at an orientation course of appreciable length within the first two years on the job with local endorsement of this policy and the granting of time on salary for such training; and local cooperation to the greatest extent possible to help meet the expenses of the training course.
4. A plan for follow-up of all local staff who have attended the orientation course.
5. Cooperation to insure the kind of work setting which will encourage learning on the job, adequate supervision and careful evaluation based on job descriptions.

II. For All Professional Workers

We must plan to conserve our best-equipped leadership if we are to hold our own in the face of increased competition with other agencies, voluntary and governmental. In this case the most important elements in a national policy are:

1. The establishment of closer working relationships between national staff and staff in local Associations directed toward increasing professional competence;
2. Adherence, nationally and locally, to the principle that professional education at the graduate level is necessary for continuous competent performance on the job, if the YWCA is to maintain standards in line with other national organizations;
3. More adequate personnel and educational counseling by the Leadership Services Department directed toward upgrading and professional advancement;
4. Provision for insuring further training for the best equipped, through scholarship aid;
5. Sound personnel policies and practices in the local Association with emphasis on adequate salary standards and provision for periodic leaves for study on salary.

III. For All Volunteers

Volunteers in the YWCA include board and committee members, program and service volunteers, group advisers and intergroup council

members. Recognizing the close interrelationship between volunteer and professional leaders in the YWCA and recognizing that it takes well-trained professional staff to work competently with volunteers if their jobs are to be significant and satisfying, the important elements in a national policy to stabilize volunteer leaders are:

1. Recognition of common standards of qualifications required for volunteer work in the YWCA including commitment to the Purpose and program of the Association.
2. The development of common practice in the writing of job descriptions for volunteers.
3. Cooperation, nationally and locally, to insure increased training on the job with some continuing re-enforcing help locally.
4. Opportunity for progression in responsibility based upon evaluation.
5. A plan for capitalizing on volunteer experience gained during the war years.
6. Cooperation, nationally and locally, in a plan for training of volunteer and professional staff in techniques of leadership to meet the major issues facing the YWCA.
7. Better use of nonresident National Board and committee members to further the development of Association leadership.

Questions for Discussion

1. Since our objective, as stated, is to work together to stabilize leadership, will policies developed in these directions, achieve this purpose?
2. What other provisions seem possible through cooperative action?
3. How can we proceed to put agreed-upon policies into effect?

Membership

ALTHOUGH membership was not listed in *Issues* for consideration at April 14 Meetings, it is basic to our character and genius as an organization. It is not surprising, therefore, that many reports showed some discussion of this subject. There is continued need for better interpretation of the Purpose of the Association and clearer distinction between the electoral and associate types of membership. Stress was laid on the need for better practices and for better ways of securing interested and responsible members.

Many and varied reasons are given for a lack of vitality in YWCA membership. It is often stated that members themselves as well as others in the constituency of a local Association are not convinced of the central importance of membership in the maintaining of a democratic way of life within the Association.

Confused practices and statements prevent a clear presentation and understanding of the responsibilities and privileges of membership.

In other cases "membership" is used as a term to cover varied activities which have little to do with their essential participation in the work of the YWCA.

Many sign the electoral statement thoughtfully, others are careless, but too often there is little follow-up of this original commitment in opportunity for the elector to act in a responsible capacity. There is need for better administration of the YWCA as a membership organization.

There is agreement that a responsible electorate motivated by religious conviction to work on the problems of the day through the YWCA has never been more needed than in 1946. It is this responsible continuing body of persons who have as electors committed themselves to furthering the Purpose of the YWCA through responsible participation in working on the plans and problems of the organization. Through such participation the members can be united as a working group within which each person will be related to the whole.

In many Associations, associate membership is used to designate those persons who wish to share in the life of the Association without assuming the responsibility of working to make the Purpose operate in the life of the Association itself and in the community.

It is important to distinguish clearly between the continuing responsibility of the electorate and the general good will expressed through associate membership.

Questions for Discussion

1. Which of the above statements seems to you most likely to hamper the developing of a responsible electorate?
2. Can you add others to the list?
3. What advice or recommendation would you make to the National Board or to local Associations in order best to further the growth of responsible members?

Cooperation in Communities

IN the National Board's October 3, 1945, statement on cooperation with the Young Men's Christian Association, we say that we are and intend to remain two separate organizations. Such a principle gives expression to the fact that only as organizations have an entity of their own, is cooperation between them possible. When amalgamation sets in, cooperation ceases. As organizations, like individuals, become mature, the necessity for cooperation increases rather than decreases. There grows up a greater realiza-

tion of the extent to which organizations as well as individuals cannot live unto themselves alone.

In the past we were concerned that each organization should be "unique"; that there should not be "overlapping". Today we know that the valiant efforts of all private agencies are more than needed to meet the needs and problems of a great and diverse society in which the majority of people almost from the cradle, must live and move in large aggregates of population. Still others are such a part of a total situation that they require cooperative action. This interaction and interdependence of organizations makes it necessary for private agencies to cooperate with one another and with public agencies to meet quantity needs and to spread as far as possible resources of trained leadership, experience, equipment and intelligent good will. We must look not only at people whole, but at communities whole.

Cooperation is a costly type of work in the time of professional and volunteer leadership. Real cooperation takes increased amounts of time and must be taken into staff work plans—not as something to be done around the edges of a full-time work load, or as a semi-leisure-time activity done in odd moments.

We have not yet determined accurately enough the criteria for deciding with whom we cooperate, and to what extent. Neither have we faced the limitation of and modification of agency control which will inevitably result from really effective cooperation. This is true both at the local and national level. The National Board must carry forms of cooperation not immediately related to local work, but stemming out of its responsibility of relating the Young Women's Christian Association as a national and international movement to like organizations.

Some of the assets to be gained from cooperative efforts, which may in turn provide criteria for determining our investment in cooperation, are: (1) whether areas of common concern are better served through working together; (2) whether the cooperation aids in determining new forms of organizational structure and techniques of administration; (3) whether it affords a new enrichment to Association program; (4) whether it helps solve the community or national tensions in the area of race relationships, urban-rural tensions, youth problems; (5) whether a simpler approach is provided for small communities.

Questions for Discussion

1. With which agencies does cooperation yield its largest returns?
2. What things have you been able to accomplish through cooperation that would not otherwise have been possible?

3. Where have you found the greatest difficulty in cooperation with other agencies?
4. What principles for expenditure of time and money for cooperation can be evolved from your experiences?

Shall We Expand Our Work at Home and Abroad?

It is evident from the reports of the divisions and departments of the National Board that there are many opportunities for service at home and overseas which the National Board has failed and, at present, is failing to provide. This is of serious concern to the National Board and staff. Contributions from local Associations have increased in the last five years. (See Report of Committee for National Interpretation and Support, page 56.) However, we have had to face increased costs in salaries, travel, living, printing, etc. There will also be decreases on the income side of the budget. In recent years, appropriations from the Dodge Hotel earnings and reserves have been high, and in addition the budget has received credit from the USO and World Emergency and War Victims Fund to offset expenditures for these pieces of work. In the year 1946 these will still be credited — in the case of the Dodge Hotel, by appropriating the usual amount from the proceeds of the sale of the property. For 1947, however, none of these will be available. Hence, to carry the same program in 1947 as in 1945 we need $225,000 more money. To expand either at home or abroad is to add the sums for expansion to this figure.

Our war records of stewardship have built up confidence in us in National War Fund and labor circles; in so far as we have administered those funds with integrity and with sound strategy, we have opened doors of future usefulness. The widespread services of the USO have given people who did not know about the Young Women's Christian Associations a taste of and an eagerness for the services that we are equipped to give to all kinds of women and girls in all kinds of communities — student, rural, small town and city. For the first time, the social conscience of communities is equally concerned about its girls and boys; and communities are willing to give support accordingly. That social conscience is concerned also with the need of youth in rural communities. We could contribute largely to the solution of the urban-rural tensions in American life.

Our experience in group work techniques, and the development of leadership thereby, is essential in the furthering of democratic experience. Our experience in working for social issues stands ahead of many religious and civic organizations which share our concern but have not as adequate resources or techniques for effective action. Our cross-section nature has not

always made for comfort within our Association life, but it has given us in many places and in many types of situations, experience in dealing with differences in a creative manner. We have learned by experience that differences can be enriching rather than disrupting; that there are many approaches to the same goals; that relationships can be established and action can be taken that does lead to greater and greater confidence and to the unity that comes from such experience. In a world where man's survival depends on his working out this kind of growing confidence in larger and larger groups, such contribution as ours is of the highest significance. In many places we have struggled for and have paid the price of One Association. The process of achieving One World is the same.

As we face the decisions that have to be made, we are aware that to make an unrealistic budget or one not based on our ability to pay our way is but to incur unnecessary frustration and loss of confidence. To operate on an unbalanced budget would not seem to be sound financial administration. However, we do not fulfill our moral responsibility if we do not face the implications of a refusal to meet our opportunities in the national and international scene. We are the nation which has suffered least from the war. We do not know what it is to live in houses without roofs when it is winter; we do not know what it is to see our children die for lack of food or clothing. We do not know what it is to be without social and political institutions on which our corporate life depends. Yet we must live in a world where what people do and think is conditioned by these facts. It is not enough to feel guilty about what we eat or wear. We cannot physically share their fate with those who suffer, but our money can be a projection of ourselves. If the giving involves sacrifice for us, we have begun to have a part in their suffering. When this financial sharing not only includes physical relief but contributes to the building of social institutions, we are sharing their lives on a wider scale and making more possible the kind of institutional or organizational understanding necesary for international cooperation. Nor can we shut our eyes to the possibilities of the sharing of our resources in the national scene. What we want for ourselves in any local situation is often made possible by our helping to provide it on a national scale. The wider boundaries of the service may give us the results of experience much richer than particular aspects of it could be. Just as isolation is still a real threat in the international scene, so is localism a threat in the national one.

But we shall get from any relationship only what we have put into it. Support of the national movement is, therefore, a necessity for vital local membership — just as support of the local Association is necessary for

adequate realization of what individual membership means. We have almost unconsciously tended in the last years to focus the attention of individuals or groups within the Associations on what they could get from their membership for themselves. It is more important for them to find what they may give to it. It is even more necessary for individuals to be able to give to life than to get from it. It is more necessary to love than to be loved. Man suffers most when his capacity to contribute to others is threatened or thwarted. Our former emphases on missionary giving brought a return to the giver which we have often overlooked. There were unsound connotations to the word "missionary", but what it soundly expressed is still as true as ever. Those who have must give of their resources if they are to keep what they have. Not to risk these resources is to have them mold in one's possession. To spend them with abandon oftern brings rich returns.

There are thousands of our constituency who need to be challenged to give whatever they have, of thought, time, energy, money to those who need these gifts. Money is not enough. We have sadly failed to give of our prayers. Prayers of intercession have rich returns for both intercessor and recipient. It may not be too strong a statement to venture that mankind will never achieve real unity until men have learned to pray for one another. It may well be that peace may not otherwise be achieved. We cannot each advise the President of our nation and those who must make decisions on which our fate hangs, but we can all pray for them. And more things have thus been wrought than are found in the archives of history. To pray and see one's brother in need and refuse him food or clothing or shelter or the means necessary to his own recovery, is to find oneself outside the company of those whom Jesus recognizes as His followers.

It is the obligation of convention delegates to face their moral responsibility in regard to their contributions for national and overseas work. Only if money is given can it be spent. We have not yet asked great enough things of ourselves or of God.

There will be a hearing on (a) *Expansion of Work in This Country.* For material on this hearing, see Section III, page 100.

There will be a hearing on *Program for Reconstruction in Other Countries.* For material on this hearing, see Section III, page 103.

Financing the Program of the National Board

For material on this hearing, see Section III, page 104.

Division of Community YWCA's

THE National Board of the YWCA has assigned to the Division of Community YWCA's the responsibility for direct service to Associations in cities, towns and rural districts on questions of administrative structure, constitutions, general program planning, community relationships, Community Chests as they affect local financing programs for special constituencies, such as: business and professional; younger girls; industrial; agricultural; health education. The Division is also responsible for working with registered YWCA's and for new community YWCA's.

The Division likewise carries the responsibility for collaboration with the other divisions and departments of the National Board as they affect the work of the community Associations.

The staff of the Division of Community YWCA's is divided into two major sections.

1. *Constituency:* business and professional; industrial; agricultural; health education; younger girls.
2. *Administrative Services:* administrative affairs; local finance; Japanese evacuees; Hollywood Club.

In preparation for participation in the hearing at Convention on the assistance desired by Associations from the Division of Community YWCA's, it is suggested that those attending the hearing review the help that their own Association has received during the past five years from the Division. This aid includes local visitation, group advisory service, correspondence, summer conferences, etc. It is important to bear in mind that the Division of Community YWCA's staff through their collaboration with other divisions and departments of the National Board act as members of faculties of training projects and prepare material for Woman's Press publication.

Questions for Discussion

1. What are the needs in the community Associations, at present, where help from the Division of Community YWCA's is needed — such as types of constituency program: coeducational, younger girls, etc.; recruiting less-skilled, lower-income industrial and white-collar workers; decentralized program; etc?
2. What are the new problems in relation to community cooperation and planning where assistance is desired? What types of assistance?
3. How much should the readiness and willingness of an Association to cooperate with the Division of Community YWCA's staff, prior to, during, and following local visitation enter into the selection of a limited number of Associations which can be visited and worked with intensively in any one year?

Program Subject Department

PROGRAM in the YWCA has suffered because it is carried to a large degree in unrelated sectors. Sometimes, responsibility for an area (such as industrial or younger girls program) is carried by a constituency group secretary who does not have a view of the total program. Sometimes a secretary or a committee thinks in terms of a subject sector (such as public affairs or music) and does not know the other subject areas which, with her own, make up the whole. Frequently, board members who are thoroughly informed on everything financial and administrative in their Association, have no comparable knowledge of program, and particularly of evening program.

Attention needs to be given to the religious emphasis in program. We frequently refer to religion as ideally "all-pervasive" but we are not always equally clear as to how to make it so.

Believing that the time for taking a more comprehensive view is overdue, the Committee of the Program Subject Department proposes the following questions for convention discussion.

1. What are the primary purposes which program in Associations should serve? When you talk about "program" to what do you refer — clubs? classes? special events? other forms?
   Does your Association plan program especially suited to the needs of adolescents? of workers? of young adults? of women leaders? others?
2. What are the criteria that should be used for testing the effectiveness of program — quality of leadership? balance in subject content? appropriateness to age and education level? What others?
3. How does the religious contribution of the Young Women's Christian Associations differ from that of the churches; and how does the social contribution of the Young Women's Christian Associations differ from that of social work agencies?
   How do we maintain a vital religious program in the Associations and continue to have members of different religious faiths?

Department of Data and Trends

ASSOCIATIONS in relation to their community settings need to plan their work on a factual basis. The experience of one YWCA can frequently be helpful to other Associations, similarly placed in terms of type and size of community. From time to time, certain problem areas confront the national movement and are more economically and objectively handled in national rather than in local studies.

The Department of Data and Trends is the national instrument for facilitating some of this recording, exchanging and analysis of factual data. Consideration during the Convention of the following questions — and others like them — should help the personnel of a small department to know how best to plan its work for the largest returns and the greatest helpfulness.

1. What kinds of information, in *national* terms, are helpful to your Association locally?
2. What areas of YWCA life seem to you most in need of nation-wide study?
3. What help in analyzing local situations or problems would you like the Department of Data and Trends to supply?
4. Are there occasions when you would find the experience of other Associations helpful, even if that experience was relayed to you "cold", that is, without comment or advice on it from national headquarters? In regard to what problems — if any — would you most welcome such information?

Publications Department

THE Publications Department of the National Board seeks to give service to the Associations and the national movement through providing attractive, helpful, up-to-date periodicals, pamphlets, exhibits, posters and program materials. To enable Associations to use this service more effectively, and to provide clues to the Publications Department on how the needs of YWCA's can be better served through the publications program of the National Board, the following questions will be discussed at the Publications Hearing in Convention:

1. What does The Woman's Press need to do to make its service to the Associations more effective?
   a. Which publications are most useful?
   b. On what subjects are *pamphlets* needed — for volunteers? for staff?
   c. What types of *visual aids* in program would be most useful and practical?
   d. What types of *exhibits* are needed? Which have been most successful?
   e. In what ways can *Program Packet* be made more effective?

2. How can Associations help to produce a magazine that is more useful, interesting, fresh and telling? What methods can be devised for getting *good* local experience, interestingly written, while it is still fresh? Can the classes in creative writing in community Associations be utilized for our mutual benefit?
3. How can we enable the Associations to reach a wider local audience with Woman's Press publications?

III. Convention Business to Date

Report of Commission on Experimentation in Administration of Health Education

This report was distributed to all community YWCA's in June 1944. It is submitted for acceptance by the Convention.

Report of the Commission to Study Interracial Practices in Community YWCA's

PREAMBLE

In transmitting the report of the Commission to Study Interracial Practices in Community YWCA's to the Seventeenth National Convention, the National Board wishes to report that it has given careful study to the material and has taken the following action related to the recommendations addressed to the National Board:

1. It has adopted an Interracial Charter, "amplifying the statement of March 3, 1943, and interpreting the Purpose in terms of inclusiveness." (See page 97.)
2. It has reviewed its own policies and procedures; and has officially endorsed the policies recommended by the special committee which was assigned to the task of applying to National Board work the principles embodied in the recommendations. (See page 98.)

Further, the National Board forwards to the Convention the Interracial Charter, recommending that it adopt the statement as the Interracial Charter of the YWCA's of the United States. It believes that such action would provide official sanction for a statement of faith which could be used as a touchstone for the study and its recommendations instead of the unofficial statement of assumptions appearing in the foreword of the study.

RECOMMENDATIONS*

Although all the recommendations may not apply to every Association, there is none to which some do not apply. It is hoped that each Association will consider all the recommendations with great care in order to

* See *Interracial Practices in Community YWCA's* (Woman's Press, 75 cents), the report of the Commission to Gather Interracial Experience.

determine the steps that may be taken now to carry it further in the direction pointed by the Purpose, and to evolve a longer-range plan that will keep future steps in that direction.

THE COMMISSION RECOMMENDS

To the National Board:

1. Since past experience has proved the validity of inclusiveness inherent in the Association's basic Purpose,

Since the movement shows unevenness of interracial progress due in part to differences in the interpretation of what inclusiveness means,

Since future progress in racial inclusiveness indicates the need of a clear definition of the implications of the Purpose as related to this area,

That the National Board take the necessary steps to formulate a definite statement, amplifying the statement of March 3, 1943, and interpreting the Purpose in terms of inclusiveness. Such a statement should make clear that inclusiveness involves the joint sharing of common concerns rather than the independent activity of separate groups (i.e., integration vs. biracialism) and that in application to Association practice it means:

a. Electoral membership is open to all women and girls who subscribe to the Purpose; and all electors have equal rights in the discharge of the electoral function.
b. The constituency is open to all women and girls, members and nonmembers; and those who participate in it are free to do so on the terms of Christian fellowship to which the Association as a corporate body is committed.

2. Since the National Board is an integral part of the national movement and should be governed at all points by principles that are related to the total movement.

That the National Board apply to its own work the principles that are recommended to local Associations, and implement them in practice with appropriate adaptations to the functions of a national body.

To Local Associations:

Basic Recommendations

1. Since the Purpose, adopted by the national convention and tested in Association experience through the years, stands as the one statement of faith and resolve to which all Associations are committed,

a. That the Purpose be used as a measuring rod for all policies and practices to the end that only those may be adopted or maintained which contribute to the Christian and democratic inclusiveness of the Association.

b. That the implications of the Purpose be recognized as involving the inclusion of Negro women and girls in the main stream of Association life, and that such inclusion be adopted as a conscious goal.

2. That a broadly representative committee, interracial in nature, be appointed in each Association by the board to examine this study in the light of the local situation, and to take the initiative in helping the board to make it operative.

3. That such a committee use the recommendations of this study, in so far as they are applicable, to further the integration of other minority races into the Association.

The Electorate of the YWCA

4. That each Association scrutinize its procedures to make certain that the channels of effective democratic functioning — the full use of electoral rights, participation in annual and other members' meetings, service on nominating committees, as convention delegates, etc. — are open to all electors.

5. That the board of directors be recognized as responsible for fulfilling the will of the total electorate, including the electors in branches, and for administering the Association on behalf of the total electorate.

Administration in an Interracial Organization

6. That members of the board be nominated from those who are in agreement with the Purpose and who will seek its fulfillment to the end that all parts of the Association move toward inclusion of women and girls on equal terms regardless of race; that the board's representativeness be further increased by the inclusion of individuals whose experience gives them special understanding of the problems of Negro women and girls.

7. That Negro women serve on boards and committees with full responsibility and in a working partnership that enables them to make their contributions to the concerns of the whole.

8. That, even when plans and procedures not directly related to race are under consideration, the inclusive implications of the Purpose be used as a guide.

9. That the interracial practices and policies of all groups be reviewed periodically in the light of the interracial implications of the Purpose to

the end that interracial policy may be developed consistently for the total Association and practices maintained in line with that policy.

Special Channels for Integration

10. That existing Interracial Committees be carefully scrutinized to determine whether they have a clearly defined function in the direction of the integration of Negro women and girls into a full share in Association and community life.

11. That a conscious effort be made, in nonbranch communities, to increase the participation of Negro women and girls in all parts of the Association program.

12. That the validity of branches limited to Negro members be tested primarily on the basis of their effectiveness in integrating those members into the main stream of Association life; and that where an Association does not meet this test, and where community patterns do not require such separation, the Association evaluate the possibility of effecting its work for the total community without such a branch.

13. That, where racial branches exist, the Association recognize that planning separately for any racial group in the population (white, Negro or other) is too partial to be sound, and that provision be made for frequent joint approach to the total area under consideration (for instance, branch and central younger girls committees meeting together to consider the concerns of all younger girls in the community).

Program and Services

14. That Associations recognize the fallacy of assuming that a Negro group is a homogeneous group, any more than is an undifferentiated group of white people.

15. That, in an organization which functions to bring together women and girls, where there is a conflict of values between developing racial groups and building an inclusive fellowship, the building of an inclusive fellowship transcend the other value; and that racial groups should exist in the YWCA only if program and practices are moving them in the direction of integration.

16. That, in communities where, because of rigid patterns of separation it may not now be possible for white and Negro women and girls to be members of the same groups, interclub council processes and other intergroup activities be consciously employed to bridge the gaps between groups separated because of race but otherwise organized on similar bases, with a view to bringing them progressively closer to inclusive functioning; and that, in such communities, individuals who are ready for

participation in joint clubs be given that opportunity, even though the general constituency may not be ready for such experience.

17. That Associations in communities where there is not a controlled pattern of separation, move as rapidly as possible to include women of like background and interests in the same employed and/or home women's groups, regardless of race.

18. In communities where children of different races attend the same schools, Girl Reserve clubs and other younger girls' groups should be open to all girls regardless of race. Associations are urged to move immediately toward this kind of grouping. Such factors as interests, individual needs and age of younger girls should be the basis on which new groups are organized.

19. That, since national projects and conferences for constituency groups have proved useful and effective in building an inclusive movement, local Associations recognize this value both at the point of encouraging the participation of the constituency in them, and of providing opportunities for volunteers working with these groups to increase their acquaintance with the interracial elements of such occasions, so that the impetus toward inclusiveness gained from them by the constituency may be soundly forwarded.

20. That the Associations operating residences, cafeterias, camps and health education departments, move as rapidly as possible to initiate practices which are in keeping with the Association Purpose, recognizing that there may be necessity for interpretation to the constituency using such facilities but not allowing such constituency to prevent the Association's moving toward its goals.

21. That the interdependence of the Association's movement aspects and the services of income-producing departments (such as residence, meal service, camp and health education) be recognized when the budget is planned so that such departments may not feel pressed to produce income at the expense of negating the Purpose of the Association.

22. That health education departments recognize the importance of adequate health standards for all individuals and apply the same standards regardless of race.

23. That, where civil rights laws support the Association's philosophy of inclusiveness, they be used to further the Association's objectives in relation to the use of facilities regardlesss of race.

Volunteers

24. That present and prospective volunteers be asked to serve only after the interracial nature of the YWCA has been interpreted to them

and they have signified their desire to participate in such an organization; and that capacity for growth in insight and understanding of social and religious values be emphasized as a qualification for service.

25. That, in Associations having Negro constituents, Negro members be placed upon all-Association committees, including personnel, finance, etc., so that white and Negro volunteers learn together new appreciation of each other's qualities and capacities, and so that the needs and contributions of Negro people, distinctive because of the situation of the Negro in American life, may be directly voiced in the councils of the total Association; and that, in Associations having no Negro constituents in a community where there are Negro citizens, efforts be made to draw Negro leaders of the community into the YWCA.

26. That volunteers, especially those on board of directors and chairmen of committees, be urged to attend regional and other national meetings and conferences in the YWCA, where Negro as well as white people participate in leadership positions, so that they may have enriching interracial experiences over and above those which may be had in their own Associations.

Staff

27. That, in selecting all professional staff members, candidates subscribe to the YWCA Purpose; that the interracial experience and attitudes of the candidates be carefully surveyed and evaluated in terms of the ongoing interracial development of the local YWCA and community; that candidates be willing to accord the same respect to Negro staff members as to white; that the interracial aspects of the local situation be clearly stated in the job description; and that the responsibilities to be carried by the staff member for developing interracial understanding or activities be clearly defined.

28. That Personnel Committees evaluate the attitudes of present professional staff members in terms of the ongoing interracial development of the local YWCA and community; that job descriptions of present staff be surveyed and brought in line with the inclusive Purpose of the Association.

29. That in recruiting clerical and maintenance workers, the interracial character of the YWCA be clearly described and explained to all candidates; and that those be employed who are willing to work with members of the Negro race as equals.

30. That Associations analyze their job openings to determine which ones — professional, clerical and maintenance — may be filled now by Negro workers.

31. That, when policies related directly or indirectly to interracial matters are under consideration in board meetings or in other situations, members of the staff who are related to the problems concerned be asked to be present and be given freedom of discussion.

32. That Associations give special consideration to inclusion of building, food service and office secretaries in a sufficient number of staff meetings, to give them experience in thinking through YWCA philosophy and purpose in the perspective of the total Association rather than within the limitations of specific departments.

33. That all salary and wage differentials between white and Negro workers doing the same work be wiped out.

Community Interaction

34. That Associations evaluate their practices against the measuring rod of the Purpose as well as against the background of community mores; and that they give greater recognition to constructive forces at work in race relations in community life today and ally themselves with such forces.

35. That the Association, because of its democratic nature and its relationship to many other community organizations, accept as one of its functions a share of responsibility for opening up and maintaining channels for interracial contact in the community.

THE INTERRACIAL CHARTER OF THE NATIONAL BOARD

The Young Women's Christian Associations of the United States since the early days have recognized their role in society as an organization for all women and girls, and particularly those who by reason of economic, cultural or social environment have not had opportunity to make their full contribution to the common life. To them the Association may potentially be, and often has been, a bulwark against unfavorable circumstance and a channel of creative endeavor.

Today racial tensions threaten not only the well-being of our communities but also the possibility of a peaceful world. Women of the minority races in America form more than one-tenth of the Association constituency, and have a direct claim to the organization's understanding and support. That this responsibility has been recognized and accepted is clear from the evidence of succeeding convention actions. In 1936, the convention voted that

> "Associations should continue to work for the building of a society nearer to the Kingdom of God by attempting to create within the

Association a fellowship in which barriers of race, nationality, education and social status are broken down in the pursuit of the common objective of a better life for all."

This fellowship without barriers of race, this better life for all is an accepted goal which we of the National Board strive to achieve. We shall be ever mindful of the variation in the number and range of difficulties to overcome and opportunities to progress. Wherever there is injustice on the basis of race, whether in the community, the nation or the world, our protest must be clear and our labor for its removal, vigorous and steady. And what we urge on others we are constrained to practice ourselves. We shall be alert to opportunities to demonstrate the richness of life inherent in an organization unhampered by artificial barriers, in which all members have full status and all persons equal honor and respect as the children of one Father.

(As members of the National Board,*) we humbly and resolutely pledge ourselves to continue to pioneer in an interracial experience that shall be increasingly democratic and Christian.

INTERRACIAL POLICIES OF THE NATIONAL BOARD

To this end, the committee appointed to review the interracial practices of the National Board, makes the following recommendations, some of them related to policies and practices already well established but not officially endorsed, others calling for new or more positive measures, and/or dependent upon action by the convention:

1. That the National Board and staff maintain the same relationship to women and girls of all races, carrying responsibility for the total electorate as represented in the convention.
2. That the women of minority races serve on the National Board and its committees with full responsibility and in a working partnership that enables them to make their contribution to the concerns of the whole; and that continued effort be made to find for such positions qualified women who have the time to serve.
3. That convention attendance, service on the Nominating Committee, and other channels of effective democratic functioning in relation to the national movement be open to all volunteer leaders on the basis of individual qualifications without regard for race.
4. That members of the National Board, the professional staff, and standing committees be recruited from those who are in full accord with this charter.

* These words would need to be changed or deleted to make the Charter relate to the YWCA's of the United States of America.

5. That clerical and maintenance staff be engaged only after the interracial nature of the YWCA has been interpreted to them and they have signified their desire to work in such an organization.

6. That there be no salary or wage differentials between white workers and those of other races doing the same work.

7. That the National Board headquarters facilities, including the residence, be available on the same terms to all YWCA members.

8. That the National Board, through cooperation with other national agencies public and private, accept as one of its functions a share of responsibility for initiating and furthering interracial understanding and progress on the national level.

9. That the National Board adopt a policy of periodic review of its interracial policy, at intervals not to exceed three years.

10. That continued and increased effort be made to engage staff of the minority races on the basis of individual qualifications for all types of professional positions.

11. That the National Board utilize civic rights statutes to facilitate and strengthen its regular operations or special projects after careful consultation with local Associations whenever they are involved.

12. That the convention and meetings, conferences and institutes, initiated by the National Board and planned for attendance on a nation-wide basis be held only where interracial housing can be guaranteed in advance.

    That where nationally initiated meetings are planned for attendance on a regional basis decisions as to housing the delegates be made by the conference committee in consultation with the National Board members resident in the region and with full consideration of the interracial nature of the YWCA.

    That where conferences of the constituency groups (business and professional, industrial, health education, student, younger girls, etc.) are held, decisions as to housing be made by chosen representatives of the group on a national, regional or sectional basis, and with full consideration of the interracial nature of the YWCA.

13. That *The Woman's Press,* the official publication of the National Board, accept advertisements only from institutions which offer service on equal terms to those of all races.

Public Affairs Program

See Section I, page 43, for the Public Affairs Program.

Expansion of Work in This Country

THE continuing problem facing the National Board is that of fitting the budget to the requests for services made by local Associations and for services which arise from its responsibility as a national agency. We have been and are constantly re-examining our ways of work, the effectiveness of our present program emphases and material and the adequacy of our staff to the end of improving what we do. We are using more volunteers, and to their full availability. We have, in various ways at various times, tried to find what in the present work of the National Board might be eliminated in order to do something else. It is easy to get suggestions for additions. It is very difficult to get those for elimination.

We are aware that we do not do a wide enough recruiting job for professional staff. We do not give enough attention to the potential student field. We tend to place only those persons who have had experience in the Young Women's Christian Associations. We should do a wider recruiting job so that we could screen out those who should not remain. There needs also to be more adequate follow-up of those who are placed, giving them opportunity for further training and providing for upgrading according to their performance on the job. Other agencies are getting leadership which we need, because they are able to provide scholarship money for study and training. More adequate training for volunteers would be the necessary corollary to staff training. We tend to have untrained, ingrown volunteers as well as staff, often in the same place.

We need to give more thought as to how we may free the human contribution both within and outside the productive processes of life, that is, within both work and leisure. To this end we need to put more emphasis on our arts program.

We recognize our unique opportunity to make a larger contribution in the intercultural and interracial fields. While we have an exceptional opportunity to work with certain cultural groups, we are reminded that our work with the refugee and the Nisei, which have been on special budgets, will be closed by September 1946, and that we have no provision for further help for any dislocated people within our midst.

We know that in the economic area women will soon be again at the point where they were twenty years ago. Industrial workers are losing

many of the gains made before the war, and are not sure they can regain them. Negroes and women are, occupationally, in the same dilemma. Teen-age workers will likely lose out both educationally and vocationally. We are reminded also that this is the unique moment for the Associations who represent a constituency which is both employer and employee, to do something about household employment.

We have a particular responsibility at this moment for public education, to which we have given less thought than to other areas which affect the lives of women. In general, education is organized counter to the major values for which the Young Women's Christian Associations stand. We should develop education in a way that will produce people who can build a more dynamic democracy. We might help to provide a critique of education which would be as significant for our day as were the Social Ideals of the Churches for the 1920's.

If we could enlarge our program with teen-agers sufficiently, we might make the kind of impact on education which would be the foundation of a dynamic democracy in this country; if we could help women to make the new adjustments that must be worked out in family life, we might make it possible for more people to believe in the fatherhood of God; if we helped women to find their place in the productive economy of the country, we might hasten the coming of the economic aspects of the Kingdom of God; if we made a larger contribution to the religious institutions of this country, we might hasten the moral revival necessary to man's survival.

There are many areas in which the local Associations need and are asking for help, for which there is no provision. The national emphasis on health and fitness and the opportunities that we might use in this field can not be met with one health education secretary. We have no help to offer on camps, on institutional management, on buildings. We can not give adequate national help to younger girls' conferences. There is not adequate help for student Associations. We have no one person assigned to carry intercultural relationships.

We are greatly concerned over our inadequate provision for field service. We are the only national agency with as many local members and as large a local staff, which has assigned as few staff to field service as such. This is one of the reasons why our cooperation with other agencies in the regions is made extremely difficult. Staff who now do field service are responsible, as well, for office coverage, writing, training, etc. Hence, there are too few staff who know the local scene and local constituency well enough to be of real help. They have contact with too few Associations. The special budget for expansion in communities will pick up some of the most insistent opportunities for organization created by the

war services of the National Board, but that budget will in no way take care of an adequate amount of expansion and reorganization that must be done within organized Associations. Many of them face major jobs of reconversion, for which advisory help is essential. Many of those jobs must be done with new and inexperienced staff, whose professional future, as well as the success of the local program, is dependent on more help.

The cross-section or inclusive nature of the Young Women's Christian Associations needs to be thought of not only at the local level, but at the national level. We are still too much an urban movement. Until we have Young Women's Christian Associations as vital organisms in many of the small towns and hamlets, we are frustrated in our efforts to include rural women and girls in significant numbers in our fellowship. We are also faced with the necessity of catching up with the moving centers of industry and settlement in the West and South of this country.

There were in 1944, in the Eastern Region, 183 units of work in 140 affiliated community Associations including 11 districts; 133 student Associations; 26 USO operations. In the Central Region, 185 units of work in 142 affiliated community Associations including 8 districts; 180 student Associations; 20 USO operations. In the Western Region, 78 units of work in 56 affiliated community Associations including 6 districts; 61 student Associations; 41 USO operations. In the Southern Region, 126 units of work in 83 affiliated community Associations including 4 districts; 237 student Associations; and 83 USO operations. There are 368 registered YWCA's: 45 in the Eastern Region; 200 in the Central Region; 18 in the Western Region; and 105 in the Southern Region.

It is evident that the greatest concentration of organized community Associations is in the Eastern and Central Regions, each of these having approximately 33 per cent of the total community units, while the Southern Region has 20 per cent and the Western Region has only 13 per cent. The Eastern Region is definitely an out-migration area. As a whole, it shows some 17 per cent decrease in population. The Central Region shows a mixed tendency, with 8 of its metropolitan areas judged to have "good" or "excellent" prospects for retaining population gains, while 9 have no prospects for retaining population. In the Southern Region the increase in population is 12.2 per cent. This increase has spread over 48 metropolitan counties. The Southern percentage is 3/10 of 1 per cent less than that of the Pacific Coast. On the Pacific Coast the increase is large, 12.5 per cent, but it has spread only in 15 metropolitan counties. This would seem to imply that service to Associations in the Central Region would have to take on the character of expansion and reorganization, while service to the Southern Region calls for considerable work on expansion

and reorganization and a large volume of new organization work. This is also true for the Pacific Coast, where there is added stimulus to organization from such sources as the YMCA.

As would be expected, race and labor tensions are high everywhere, but especially marked in the Southern Region and on the Pacific Coast. There is, in addition, in these two regions a marked tension between the urban-rural cultural patterns. The emergence of a new indigenous American culture will come at the point of the reconciliation of these urban-rural aspects of life. One manifestation of this problem is in heightened religious tensions in the South. In the Central Region it expresses itself, in urban centers, in the emergence of religious groups of a highly emotional character, as it does on the Pacific Coast. The "Youth for Christ" movement is offering to young people a mass emotional outlet in religious terms which challenges all who are interested in religious education.

Without provision for new organization in places where Associations do not now exist, we may not only lose the ratio between regions that is necessary for national inclusiveness, but fail to have Associations in the future where the largest numbers of constituency actually are, and where the contribution of the Associations might be most significant to the emerging patterns of community life. In the national scene, as in the local one, there must often be special provisions, financial and otherwise, made at least temporarily for groups which are necessary to the inclusiveness of the constituency. We must, therefore, ask ourselves how much concern we have that significant and needy areas of national life be given special attention and help.

Therefore, the National Board recommends to the Convention:

> **That a minimum figure of $120,000 be used as a goal for an increased budget for work in this country, with the understanding that funds will not be spent until raised.**

Program for Reconstruction in Other Countries

Within a world movement, the YWCA's of the U.S.A. must play their part in aiding their sister Associations to rebuild. But the most important part will be joining with the courageous Christian leaders of the world who — in lands where freedom has been destroyed, where populations are wandering far from home, where youth is torn from family ties and moral standards — are laying new spiritual foundations,

struggling toward new political integrity and restoring to the people a life-giving faith in God and man.

In the hearings at Convention the Foreign Divsion hopes to have women of different countries present the needs around the world and raise the question of the YWCA's function in meeting these needs. It is hoped that in these hearings the basis on which the developing program of service abroad is to be built can be worked out as directives for the future policy of the Foreign Division. These are the suggested questions for the hearing:

1. What are the specific needs of women and Associations around the world?
2. What is the YWCA's function in meeting these needs?
3. What part will the YWCA in the U.S.A. take in the program of service in other countries?

It is recommended:

That the action taken by the National Board, endorsing the proposal for raising a sum of approximately $2,000,000 for a program of reconstruction of YWCA's in other countries, be referred to Convention.

Financing the Program of the National Board

The Committee for National Interpretation and Support is charged with the responsibility of raising the annual contribution requirement of the National Board for its total program. The methods used include quota systems for community and student Associations and a program of interpretation and solicitation of gifts from individuals and foundations.

The National Board has operated on the single budget plan, and quotas have been based on the total contribution requirement for work both in this country and in other countries.

Various considerations during recent months relating to postwar financing have led the National Board to propose to separate its budget for foreign work from its budget for work at home. Such a change would necessitate the raising of the two budgets separately.

It is recommended:

That beginning in 1947 the contributions to the National Board be raised in two parts: (1) contributions for work in this country, and (2) contributions for work in other countries.

I. *Contributions for Work in This Country*

A. *Community Associations*

It is recommended:

1. That every community Association be assigned a quota, for inclusion in its budget, as its share of the National Board's contribution requirement for work in this country.
2. That $100 continue to be the minimum quota assigned to any community Association.

B. *Student Associations*

It is recommended:

That the National Student Council continue the plan by which student Associations are assigned a quota, based on their local program budgets and on a total goal determined annually by the National Student Council Executive Committee.

C. *Registered YWCA's*

It is recommended:

That registered YWCA's continue their present method of contributing 20 cents annually for each member.

II. *Contributions for Foreign Work*

It is recommended:

1. That every community Association be assigned a goal as its share of the National Board's requirement for foreign work.
2. That every member, club and group of the Association be given an opportunity to contribute to the Association's World Fellowship Fund.

III. *Individual Gifts*

It is recommended:

1. That the National Board continue to secure gifts from individuals for its work in this country and in other countries.
2. That community Associations cooperate with the National Board in securing gifts from individuals.
3. That National Interpretation and Support Committees

and individual representatives continue to carry responsibility for the National Board for securing individual gifts in their communities.

4. That the present plan of securing National Associates be continued and extended.

5. That the National Student Council continue to secure individual gifts for the student program.

IV. *Membership Fee Sharing Plan*

It is recommended:

That as rapidly as possible Associations adopt the automatic membership fee sharing plan.

The plan proposes that the standard fee of $1 per adult membership as voted by the Convention in 1934 be increased to $1.50, with a proportionate increase for junior membership, the additional amounts to be forwarded for the work of the National Board.

EXPLANATIONS

I. *Contributions for Work in This Country*

A. *Community Associations*

1. This quota applies to all Associations regardless of size. It will, as at present, be a percentage of the Association "quota budget" for the preceding year.

The *quota budget* is the amount of the Association's expenditure budget which remains after the deduction of expenses for:

Food service
Residence (or housing)
Purchase of property
Major repairs and improvements to property
Payments of debt and interest
Taxes (if any) assessed against real property or business owned by Association
Contributions to National Board

The *percentage* is arrived at by relating the National Board's contribution-income requirement for work in this country — after deducting amounts expected from

Student Associations

Registered YWCA's —

to the sum of the "quota budgets" of community Associations.

2. The minimum quota is assigned to the community Associations whose figured quotas amount to less than $100.

II. *Contributions for Foreign Work*

1. These contributions shall be for the National Board's foreign program including its share of the World's YWCA budget.
2. The amount of the goal will be determined by the National Interpretation and Support Committee with due regard to the Association's past record of world fellowship support and its potentialities for giving.

III. *Individual Gifts*

1. The Committee for National Interpretation and Support will consult with local Associations and committees in order to determine the best plan for raising individual gifts in each community.
2. Individual gifts will not be credited to the Association quota for work in this country since the quota is the corporate responsibility of the Association and its full amount should be included in the Association budget.

IV. *Membership Fee Sharing*

Because membership fees come from individuals they will not be credited to the quota assigned to an individual Association; but the total National Board contribution requirement will be reduced by the amount anticipated in membership fees.

IV. Report of the Constitution Commission of the Young Women's Christian Associations of the United States of America

CONSTITUTION COMMISSION*

Mrs. J. Birdsall Calkins, Arlington, Virginia
Chairman 1941-1943
Mrs. Austin L. Kimball, Buffalo, N. Y.
Chairman 1944
Miss Lilace Reid Barnes, Chicago, Illinois
Miss Helen D. Beavers, Detroit, Michigan
Mrs. Henry E. Corner, Baltimore, Maryland
Mrs. J. H. Chesnutt, Hot Springs, Arkansas
Mrs. William Hugh Coverdale, New York, N. Y.
Miss May B. Van Arsdale, New York, N. Y.
Miss Olive Van Horn, New York, N. Y.
Mrs. Ray Wilson, Parma, Idaho

Historical Background

It will be remembered that the Committee for the Standards Study, in its final report to the 1940 Convention, called the attention of the YWCA electorate to certain points at which revision of the constitution would appear to be needed, and recommended the appointment of a Constitution Commission to consider these questions. The 1940 Convention chartered the present Commission as follows:

> "That a Constitutional Commission be appointed by the president of the Young Women's Christian Associations of the United States, empowered to review all the provisions of the national constitution in the light of the data and conclusions of the Standards Study, including the report on the structure of student Associations, in order to determine whether revision of the constitution is desirable and to propose amendments accordingly; that particular attention be given to the system of allocating delegates to the convention; that such Constitutional Commission be instructed to consult community and student Associations in order to ascertain their desires with respect to constitutional changes; and that this Commission report to the next convention."

The Commission, appointed by Mrs. Harrison S. Elliott, then president of the Young Women's Christian Associations of the U.S.A., began its

* As originally appointed. Because of the time elapsing, there have been some changes in the Commission list.

work in 1941. The central problem to which this Commission set itself was to create a reasonable well-knit structure that would make for greater unity, more effective work on the part of the movement as a whole, a better distribution of responsibility between the national organization and its local units, and greater progress toward the fulfillment of the Association's Purpose. This basic objective, the Commission feels, is of utmost importance. In a period when the struggle for principles and ideals is very costly, and when all people are looking to the building of the future world, the Commission feels very strongly that a movement such as ours cannot afford to neglect or ignore the organizational structure which will either hamper or strengthen these Christian and democratic principles for which we stand.

A constitution revision is the natural outgrowth of our YWCA experience. The national Young Women's Christian Associations began its life in 1906 with the fusion of two separate bodies — The American Committee and the International Committee of the Young Women's Christian Associations. Of this new organization the Standards Study says:

> "Unlike many other national organizations, the Young Women's Christian Associations of the United States of America has never been incorporated. The first convention instructed the newly elected National Board to get itself incorporated . . . . The national organization as such has no legal entity and no independent existence between conventions."
>
> — *The Standards Study — 1938-1940,* page 8

In 1921, when the field plan of organization was abandoned, the National Board assumed, for the first time, responsibility for working directly with local Associations. In the intervening years, the growth of national unity and the experience in national organization have paved the way for some realignment of structure and clarification of relationships. The constitution has been amended at every convention, beginning with 1920, except for the conventions of 1922 and 1930. The Committee for the Standards Study expected to include the constitution as one of its "majors" but, since the 1938 Convention provided for a special Commission on the constitution the Committee for the Standards Study limited its considerations of the constitution to such aspects as were necessary in connection with other phases of the study.

After its appointment at the request of the 1940 Convention, the Constitution Commission began to review the present constitution in the light of the Standards Study. In doing so, the Commission turned up many inconsistencies between the constitution of the YWCA's of the U.S.A., the charter of the National Board, and the traditional procedures of the national movement and its executive body, the National Board. These inconsistencies are:

1. A national organization described in the constitution, but with no continuing legal embodiment between conventions.
2. A National Board incorporated with a purpose that ties it to the Young Women's Christian Associations; an Act of Incorporation that makes the National Board a completely autonomous continuing incorporated body; a constitution that makes the National Board an interim body of the Young Women's Christian Associations.
3. The convention, made up of delegates who are members of local Associations with full elective power over the National Board, has, however, no basis for placing continuing responsibility upon the local Associations.
4. No legal accountability of the National Board nor of the local Associations to convention actions. (The fact that the National Board has considered itself to be morally obligated to abide by the results of conventions does not alter this legal status.)
5. Local Associations that have no control over the raising or spending of money or accounting for moneys and property owned by the National Board and administered by a Board of Trustees; and a National Board that has no way of obligating local Associations to support the national movement.

In the work of the Commission, local Associations and groups within them have been consulted at many points, through letters and questionnaires, discussions in the 1942 and 1944 regional conferences, regional leadership conferences, and so on. After much study, the Commission has come to the conclusion that revision of the constitution will be necessary to complete the Standards Study, and to make constitutional much of the actual practice and traditional belief of our national movement.

In attempting to revise the constitution, there were so many places at which the legal status of the National Board and of the YWCA's of the U.S.A. affected these revisions, that it seemed best to the Commission to recommend the creation of a new Commission with representation from each body, and a different process of work which would open the way for final action on a revised constitution at the 1949 Convention. This Commission recognizes that since it is not submitting a finished constitution, the task is incomplete. It is submitting a progress report containing the basic objectives around which it has worked, and certain recommendations for action by the 1946 Convention.

Four Basic Objectives

Out of the Commission's study and consultations *four principles or objectives* have emerged which seem most relevant to our national organization.*

1. AN EFFECTIVE, CONTINUING NATIONAL ORGANIZATION OF LOCAL ASSOCIATIONS (*The Standards Study — 1938-1940,* pages 7-9, 20, 28-31, 124-125).

Although we often use the term "National Association", it is at present inaccurate. The name of our national organization is "The Young Women's Christian Associations of the United States of America", and it exists in fact only at convention, with no direct way of functioning between conventions. All responsibility for the work of the YWCA's of the U.S.A. between conventions is entrusted to the National Board elected at convention, but separately incorporated in 1907 under the laws of the State of New York by a special act of the New York State Legislature. Under the provisions of its incorporation, the National Board is empowered to elect its own officers, draw up its own by-laws, adopt a budget and employ a staff.

The relationship between the YWCA's and the National Board has been described much more in detail in the Standards Study†, and you will want to refresh your memory on the nature of that relationship. While the National Board has no *legal* responsibility for furthering the purpose of the national organization, it had never been conscious of this until the fact was pointed out in the Standards Study; it has functioned as the actual board of the Association, looking to the convention as its directing body. The Associations have considered the National Board as their Board of Directors. Included in one of the actions of the Atlantic City Convention in 1940, is a statement which recognizes this relationship in the following words:

> ". . . the National Board is the Board of Directors of the Young Women's Christian Associations of the United States of America, elected by their representatives, entrusted by the Associations with the work of the national organization between conventions, and therefore accountable to them for the conduct of its work . . ."‡

The Constitution Commission believes that this relationship shou' come a structural reality as well as a functional one if there i' "effective continuing national organization".

---

* For factual material upon which recommendations are made v' *The Standards Study* — 1938-1940, and *The Student Standards St* constitution under which we are now operating is to be found ceedings of the Sixteenth National Convention, Atlantic City, 1' will be found in the files of each Association.

† See page references listed above under Objective 1.

‡ From *Proceedings of the Sixteenth National Co'*

Directly related to this are the following considerations:

A. Name (*The Standards Study — 1938-1940,* pages 7-9, 125)

There are many valid historical reasons for the name, "The Young Women's Christian Associations of the United States of America", indicating as it does the fact that we are structurally a loosely organized group of local autonomous units. The Constitution Commission believes, with the Standards Study Committee, however, that the time has come to symbolize in our name a growing sense of unity and the fact that the Associations are "a part of one whole; that they are interdependent in the sense that what one does may strengthen or weaken the others; and that only as parts of this greater whole can they extend their influence beyond their own communities." Accordingly, the Commission reports as desirable, a change of name to "The National Young Women's Christian Association of the United States of America". This might be briefly referred to as the "National Association" or the "National YWCA".

B. Unified Statement of Purpose (*The Standards Study — 1938-1940,* pages 10-15, 125-126)

One of the conclusions of the Standards Study was the belief that the national purpose should be restated so that it could be accepted by all as determining the direction and the goals of the national movement. The present statement of national purpose, the Commission believes, should be superseded by the statement used by local Associations and by the National Board, and believed by most people within the movement to be, in fact, the statement of national purpose: *"To build a fellowship of women and girls devoted to the task of realizing in our common life those ideals of personal and social living to which we are committed by our faith as Christians. In this endeavor we seek to understand Jesus, to share his love for all people, and to grow in the knowledge and love of God."* This would mean that all Associations, community and student, would be united as members of the national body in the same statement of purpose. Since the present statement of national purpose § defines certain functions of the national organization, it is necessary to provide an additional section for these functions.

C. One Continuing Set of Officers

For some time there has been much confusion, both within and without the Association, because of two sets of officers with similar titles.

---

§ *Article I, Section 2, Purpose.* "The immediate purpose of this organization shall be to unite in one body the Young Women's Christian Associations of the United States; to establish, develop and unify such Associations; to participate in the work of the World's Young Women's Christian Association; to advance the physical, social, intellectual, moral and spiritual interests of young women. The ultimate purpose of all its efforts shall be to seek to bring young women to such a knowledge of Jesus Christ as Saviour and Lord as shall mean for the individual young woman fullness of life and development of character, and shall make the organization as a whole an effective agency in the bringing in of the Kingdom of God among young women."

The fact that for the most part there has been little concern for this situation is a tribute to the leadership which has carried these responsibilities. It has seemed to the Commission, however, that the sense of community of interest and of mutual responsibilty would be strengthened by having the chief officer of the National Board the elected representative of the Associations. The Commission has also felt that the title and the responsibility should go hand in hand. It, therefore, suggests one set of national officers.

At present, the president of the YWCA's of the U.S.A. is the person elected by the delegate body. She presides at conventions and carries certain responsibilities in relation to the preparation of the next convention, but she has no official relationship to the interim body, the National Board. The National Board elects its president from among those persons elected to the Board by convention. By virtue of necessities of the situation the president of the National Board has become the chief representative of the local Associations in their relations with other national organizations, and has directed internal policy.

One important consideration is the fact that the practice has been to select the president of the Young Women's Christian Associations of the U.S.A. from an area outside of New York, while the president of the National Board has always been a resident of the New York City area. The only exceptions to this situation were Miss Grace Dodge, the first president of the Young Women's Christian Associations of the U.S.A., and Mrs. Harrison S. Elliott, who was elected at the 1940 Convention.

The Commission has recognized the obvious fact that certain of the officers of so large a "business" as that conducted by the National Board will always have to live close enough to the headquarters city to carry the day-by-day work of the Association. The secretary and the treasurer seem to belong in this category. After consultation we have come to believe that the president could come from any section of the country, since certain administrative headquarters responsibilities could be delegated to other properly elected officers.

2. STANDARDS FOR AFFILIATION FOR LOCAL ASSOCIATIONS (*The Standards Study — 1938-1940,* pages 11-19, 109-123, 129)

Under the present constitution, the single requirement for affiliation is the filing of a constitution which includes the proper statement of qualifications for electoral membership, board membership and convention delegates. It would be legally possible for an Association to carry no program whatsoever!

The Standards Study Committee called to our attention this fact: "What is needed is a statement of the responsibilities that an Association affiliated

with the national organization is expected to meet, coupled with a set of norms, embodying the fundamental principles of Association work and policy, which the Associations would apply to themselves." The adoption of such tests of good standing is accepted practice in some of the other national organizations with which we are familiar. The Family Welfare Association of America and the YMCA are two examples. The Commission believes that the setting up of these common standards is also in accord with the desire of local Associations, as indicated by the replies to questionnaires, the increasing number of requests for such standards, conference discussions, and the vote of the 1940 Convention in adopting the recommendations of the Standards Study.

Two major questions were faced by the Commission in regard to standards: First: is it possible to set up criteria which will be meaningful and yet will make it possible to include within the fellowship of the movement our weak, struggling Associations as well as our strong, vigorous ones? Second: how can these standards be administered? Can they be set up in such a way that the answer to whether they are being fulfilled will be found within the local Association itself and not in the judgment of an outside person or group of persons? The Commission feels that both these questions can be answered in the affirmative.

In regard to the minimum standards of administration, membership practices and program, the Commission did not attempt to foresee what the most urgent and immediate proposals of this kind might be, but it felt that the first step was to provide a method of establishing such standards and to recognize the desirability of adopting for general use any practices which might prove through the years to be generally applicable, and which would work better for each if practiced by all. The matters appropriate for such treatment might prove to be few. The Commission felt that the Standards Study pointed toward membership practices as a common concern, and that the effectiveness of much of the work done through regional conferences and conventions under the proposed constitution would hinge on the way local Associations administered membership. It recognized, however, that the first proposals for minimum standards might deal with some areas of concern other than membership. Obviously, only time and experience would show what matters could profitably be treated in this way. Certainly there would be no gain for anyone in "forcing" such standards on an unconvinced membership of local Associations. Such minimum standards as appear to be most acceptable and desirable as general practices could from time to time be submitted for country-wide discussion and convention action. If these were adopted as minimum standards, they

would become, until revised, one part of the basis for "good standing" and affiliation of local Associations.¶

This joining of local autonomous units to accomplish something which all desire and which they cannot do separately is a process started long ago in the history of the YWCA, and the idea is an increasingly important one in national and world organization as a whole. We believe that the history of our movement, with its conventions and other channels through which convictions or experience can be registered, shows that the question of democratic handling of such problems is comparatively simple for us.

3. THE NATIONAL NOMINATING COMMITTEE AS ONE OF THE WAYS BY WHICH REGIONAL GROUPS CAN SHARE THE RESPONSIBILITIES FOR THE WORK OF THE NATIONAL ASSOCIATION.

It is the belief of the Commission that much thought and effort must be turned toward the discovery of ways in which more responsibility for the work and program of the national movement can be carried by local and regional groups. Much of this sharing of responsibility must, of its very nature, be found in the way in which we function as a movement, rather than in a change of structure. However, since one of the chief structural relationships between the convention and the National Board (its interim body) is through the election of board members, the Commission believes that at this point changes in structure might well be made so that regional groups may share more responsibility in the nomination and election of National Board members.

There were many persons, in the beginning of our work, who felt that the solution might be in regional elections of National Board members, thus insuring regional responsibility for the securing of the best leadership within the region for the national movement. After discussions in regional conferences, this plan was discarded because it seemed to many to lay the groundwork for an undesirable regionalism. It seemed important, if these board members were to function for the national movement, that they be recognized as national leaders by being elected by the entire convention.

The method now proposed by the Commission for the spreading of responsibility is the creation of a national Nominating Committee. This committee would be composed of regional sections elected by delegates from the regions at convention, and a resident group elected by the total convention. The regional sections of this regularly functioning commit-

¶ Some have pointed to the work done by the Philadelphia National Convention (1934) on membership practices, looking toward more uniformity in types of membership and consistent interpretation of the meaning attached to each type of membership. If a provision of this kind for establishing standards had been in the national constitution at that time, the convention might have considered whether we were ready to make these recommended practices a uniform standard or whether they should remain only the "advice" of the convention.

tee would be responsible for securing leadership from their regions to be nominated by the total Nominating Committee. (This nomination by the total committee is important in order to insure a balanced board.) Likewise, members of the Nominating Committee residing in the New York City area would be responsible for securing national leadership from that area, to be nominated by the entire Nominating Committee. Nominations for all board vacancies between conventions would be made by this committee. This is one objective upon which action can be taken in relation to the present constitution.

4. INITIATIVE AND REFERENDUM

The shift from the biennial to the triennial convention makes it all the more important that we find a way by which local Associations can initiate matters of concern to them, and can express their judgment on questions of policy concerning the national movement between conventions. This is in accord with the intent of Recommendation VIII of the Standards Study, adopted by the 1940 Convention. The Commission believes that some channel for this should be established in the constitution. Instances of the great need for such a provision have already arisen many times — for example, questions related to the public affairs program, which needs to change as the situation in the country shifts.

The Constitution Commission feels that the number of Associations required for such an initiative should be high enough so as to weed out the matters which are not of great enough importance to warrant the time and expense of such a procedure, and yet should be sufficiently low to allow matters of real concern to get before the country.

* * * * * * *

Briefly recapitulated, these objectives are:

1. *To move in the direction of the creation of one continuing national organization by removing the "s" from "Associations" in our name, by having the Purpose of the local Associations become the national Purpose, and by electing one set of officers for the "National Association" and the National Board.*
2. *To recognize that the acceptance of certain minimum standards for affiliation for local Associations, to be agreed upon by conventions, should make for unification, the sharing of responsibility and the attainment of mutually accepted standards.*
3. *To move in the direction of establishing regional responsibility for national objectives by way of a continually functioning national Nominating Committee with regional sections.*
4. *To accept a method of initiative and referendum on questions of national policy, for use between conventions.*

Recommendations for Action by the 1946 Convention

That we may move forward along certain lines of agreement without too great a loss of time, the Constitution Commission recommends the following:

Whereas:

1. The relationship between the Young Women's Christian Associations of the United States of America and the National Board is such that the Constitution Commission feels that more satisfactory progress would be made if the deliberations of the Commission were shared by members appointed by both bodies,

Therefore Be It Resolved: That the Constitution Commission recommend to the Convention the authorization of a new Commission of ten members, five of whom shall be electoral members of the Associations, appointed by the president of the Young Women's Christian Associations of the United States of America (one of whom shall be designated by such president to act as chairman of the Commission), and five of whom shall be members of the National Board as constituted after the 1946 Convention, to be appointed by the president of the National Board.

Such a Commission shall review the total legal structure of both the YWCA's of the U.S.A. and the National Board, and present to the 1949 Convention for action such recommendations for change in legal structure as may be necessary and appropriate to achieve an effective continuing national organization.

It shall also recommend to the National Board the action appropriate to it to achieve an effective, continuing national organization.

2. AN AMENDMENT TO ARTICLE II, SECTION 2

A proposed change in the present by-laws of the YWCA's of the U.S.A. is an amendment to Article II, Section 2, to read as follows:

Section 2, National Nominating Committee

There shall be a national Nominating Committee of not less than twenty-four members in addition to the chairman, all of whom shall be elected by ballot at the convention and not more than one-fourth of whom shall be members of the National Board. It shall be composed of a resident section and a section for each region, or not less than four members each. Members of the resident section shall reside within reasonable commuting distance of the headquarters city. Each regional section shall be nominated by the section of the preceding committee representing that region and elected by the voting delegates of each region at convention. The resident section shall be nominated by the Nominating Committee, as a whole, and elected by the voting delegates of the entire convention.

According to our present by-laws, an amendment to the by-laws can be made "by a two-thirds vote of the voting delegates at any convention". Other by-law changes would be possible at the 1949 Convention, but this one recommended by the Constitution Commission would make possible the nomination and election at the 1949 Convention of a Nominating Committee of this composition. It is understood that this change in relation to the Nominating Committee would not go into effect with the election of the Nominating Committee in 1946, but would give to that Nominating Committee a new charter for nomination of the committee to be elected at the 1949 Convention.

3. THE FIRST READING OF AN AMENDMENT TO ARTICLE VI OF THE CONSTITUTION

The purpose of this first reading is to make it possible for the 1949 Convention to deal finally with the report of the Constitution Commission to that Convention. The proposed amendment to Article VI of the constitution of the Young Women's Christian Associations of the U.S.A., to take effect immediately upon adoption by a two-thirds majority of the voting delegates at the 1949 Convention, is as follows:

ARTICLE VI, AMENDMENTS

This constitution may be amended:

(a) at the convention by a two-thirds vote, provided the proposed amendment shall have been presented at a preced-

ing convention or approved by the National Board and published to all member Associations at least six months in advance of the date of the next convention.

Or

(b) at the first convention after the 1946 Convention by a two-thirds vote, in the case of any amendments proposed by the Constitution Commission, if they shall have been published by the Commission to all member Associations at least six months in advance of the date of the convention.

The first part, (a), is identical with the present Article VI. It is the opinion of our lawyer that if Section B of Article VI is adopted by a two-thirds vote at one of the first sessions of the 1949 Convention, and if the report of the Constitution Commission shall have been published to all member Associations six months in advance of that Convention, the 1949 Convention will have power to act upon that report.

The Convention, in acting upon proposed amendments to which subdivision (b) shall be applicable, may edit any language for the sake of clarity and may submit any other modifications to the next following convention, or by a two-thirds vote may recommend the same by adoption through a referendum. In the latter case, the officers of the Association shall publish the proposed amendments, as modified, to all member Associations at least six months after the close of the convention.

For the purpose of such a referendum, member Associations shall be entitled to vote upon the same basis of voting strength as though the vote were taken at a convention and, in order to be counted, the votes must be returned to a place to be specified in the referendum, within three months after the date thereof. A two-thirds vote of the equivalent of three hundred voting delegates to convention, representing at least 10 per cent of the local Associations in each region, shall be necessary for the adoption of the amendment.

* * * * * * * * * *

Assemblies

The three Assemblies — Student, Industrial, Business and Professional — will have three sessions during the Convention. (See chart of Convention Program, page 123.)

Meetings of Special Interest Groups

At these same times, three other groups will meet: adults working with younger girls,* health education; agricultural constituency under direction of the Agricultural Council.

Convention Workshops

In one period of the Convention (see chart of Convention Program, page 123) a series of workshops will be scheduled on such subjects as: counseling; family life education; public affairs; groupings in the YWCA; interracial practices; education; labor movement; music; publicity methods, etc.

Workshop on Education

In meeting to plan the workshop on education and the address on this subject (see chart, page 123), a group of National Board members and staff raised several questions around this issue. While these cannot be dealt with adequately in the limited time in the Convention, consideration of this subject will be greatly helped by vigorous, concrete discussion of the issues in the Associations before Convention. To this end, discussion-provoking statements are included with each question.

GOALS FOR EDUCATION

Questions and suggestions for a program for the YWCA in regard to public education

Education is basic to the program of the YWCA. A review of the public affairs program over the past several years and a study of the history of other divisions and departments shows that interest in and concern for the kind and extent of education in the United States is also basic. In a period when so much thought is being given to what people should be educated for if our democracy is to be effective and if our civilization is to survive and advance, it is natural that the YWCA should give particular thought to this question and prepare to make its distinctive contribution to the facing of this basic issue. The situation demands that we measure up to our responsibilities as members of an organization devoted to the development of participating citizens in a revitalized democracy.

I. *Suggested Goals for Education*

Who should receive education?

1. Education at public expense should be provided equally for all youth — urban and rural — regardless of race, nationality or sex.
2. Opportunity should be provided through programs of adult education for

* The first group will meet in two periods: Sunday morning and Thursday afternoon.

a continuing learning experience through life. In this program, workers' education is an important element.

What should education include?

3. Education should prepare persons for intelligent and effective participation as citizens in a dynamic American democracy and as world citizens.
4. Education should prepare persons for creating and maintaining sound personal and family relationships.
5. Education should enable students to understand and appreciate the various religious traditions which are a part of our democratic heritage.
6. Education should help students know and appreciate the varied racial and cultural backgrounds which enrich our American democracy.
7. Education should enable students to become sensitive to and translate into daily experience those ethical values which come out of our total culture.

What are some of the conditions essential for education?

8. The dignity and attractiveness of the teaching profession must be raised through improved professional standards, more adequate salaries, and the extension of tenure.
9. The schools and colleges themselves in classroom, administration and all activities must demonstrate the democracy for which they strive to educate students. This presupposes freedom of thought, research and expression.
10. The schools and colleges must work unceasingly to reflect in their student bodies and faculties the various racial and national groups which comprise our American democracy and the "one world" we now inhabit.
11. The aim of education should be to prepare an individual to become an expert both in some particular vocation and in the general art of living as a free man and a citizen. A corollary of this is a program of personal and vocational guidance.
12. Schools and colleges must become more of an integral part of the community in which they find themselves by participating in the total life of the community and in total social planning to meet its needs. This would include wider after-school use of buildings and equipment.
13. Supervised work experience should be included as a part of formal education where it is found to be effective in realizing major objectives of education.
14. The work with younger girls in community YWCA's and students through campus Associations should be strengthened to enable the YWCA to fulfill its role in the schools and colleges as vigorous, voluntary, religious agencies.

II. *A Suggested Program of Immediate Action*

Recognizing the fact that to state goals commits us to finding concrete ways to achieve them, the following program for immediate and continuous action is proposed.

1. Study and support national legislation in line with these goals.

   The Public Affairs Committee, which can be counted upon to give continued leadership in this area proposes the following action:

   Work to maintain the recognition, guarantee and protection of the academic freedoms of thought, research and expression.

   We urge the establishment of an international organization for education to suggest improved educational standards, to clarify educational aims, to foster intercultural fellowship and understanding.

   We will support measures designed to remove rural inequalities in education.

   We will work to insure full educational opportunity to minorities.

   We will work to eliminate those barriers which segregate minorities from their fellows — both materially and spiritually — in education.

We reaffirm our belief in equal educational opportunity for all people of the United States, and we will support legislation to bring this about.

We will work for the improvement of educational standards in relation to teacher training, salaries and curricula.

We will work for personal and vocational guidance in schools for all youth.

We will work for:

More adequate recreational facilities for young persons including fuller after-school use of school buildings.

Federal, state and local planning designed to provide adequate educational and work experiences.

Establishment of a special division for youth in our public employment agencies, and more adequate vocational and educational guidance for all youth, in order that they may develop their skills and abilities and become intelligent and responsible citizens of our democracy.

2. Study and support state legislation in line with these goals. (Public affairs state members can help here.)
3. Actively participate in selecting and electing, to the local school board or board of trustees in the college, men and women who will further these goals.
4. Inform yourself on these issues and stimulate public opinion on them. Support community forces moving in these directions, working with community or college organizations such as the League of Women Voters, the Association of University Women, the Parent-Teacher Association, labor unions, college alumnae groups.
5. Bring influence to bear upon local schools and upon colleges to move toward these goals.
6. Examine your local YWCA — community or campus — with a view to helping your Association itself move closer to the goals we are advocating for all of education.

Additional copies of this Convention *Work Book* may be ordered through The Woman's Press at 35c per copy. In ordering, please refer to *Convention Work Book* in order to distinguish it from the Work Book of the April 14 Meetings.

1946 CONVENTION AS OF DECEMBER 12, 1945

	Saturday March 2	Sunday March 3	Monday March 4	Tuesday March 5	Wednesday March 6	Thursday March 7	Friday March 8
A.M. 9:15 to 12:15	1st Assembly	2nd Assembly	Morning Worship	Morning Worship	Morning Worship	Morning Worship	*Business*
			Business	*Business* Action on Interracial Practices Report	*Business* Address on Education	*Business* Action on Public Affairs	
P.M. 2:00 to 4:00	Opening Session	2:00-3:30 Regional Meetings	2:00-3:30 *Addresses* 1. The Community Scene 2. The YWCA	2:00-3:30 *Business*	2:00-3:30 *Business*	*Business*	*Business* Closing Service
			3:45-5:30	3:45-5:30	3:45-5:30		
	National Board Reception for Presidents and Branch Chairmen	Vesper Service	Hearings on the YWCA	Hearings on the YWCA	Workshop Sessions	3rd Assembly	
Evening 8:00 to 9:30	Opening Address The World Scene and Role of U. S.	Voices of the Peoples of the World	*Address* Race Relations	Free Evening 9:00-10:00 Skit	*Addresses* Full Employment	*Address* 1. The Far East 2. Russia	

Meetings of National Board
National Councils — Saturday